

THE CLEVELAND  
SOCIETY FOR THE BLIND

1906



1960



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# THE CLEVELAND SOCIETY FOR THE BLIND

1906 - 1960

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CAESAR A. GRASSELLI

1850-1927

# *Dedication*

*To*

*THE GRASSELLI FAMILY*

*WE RESPECTFULLY dedicate this chronicle of the growth and development of the Cleveland Society for the Blind to the Grasselli family. Their sincere counsel and deep interest in the welfare of blind people in Cleveland has been a continuing source of inspiration.*

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## FOREWORD

THE Cleveland Society for the Blind has been fortunate in many ways since it was founded in 1906. In addition to enjoying active community support and the wonderful assistance of numerous outstanding community leaders and competent staff, those associated with the agency have had the foresight to record the progress over the years. The recording of past activities, events and methods developed for implementing services has greatly contributed to the success of the agency.

The Society was one of the early social agencies in Cleveland, and one of the foremost comprehensive agencies in the country, organized to serve blind persons. Those who have been associated with the Society have made lasting contributions in the work with visually handicapped persons.

It is believed this book will provide a greater understanding and appreciation of the past experiences of the Society. Additionally, it will serve as a valuable reference in projecting future planning for strengthening services to visually handicapped persons.

Part I is a reprint of the Chronicle, *The Blind in Cleveland, 1906-1943*, by Eva Brewer Palmer, Executive Secretary during part of that period.

Part II has been written by Allan W. Sherman, Executive Director of the Society from 1949 to 1958. Section 1 of Part II reviews the history of the agency from 1943 to 1949, during which time Miss Mabel Winsworth served as Executive Secretary. Section 2 reviews the years during which Mr. Sherman served as Director. Highlights of the period 1958 to date, during which time Cleo B. Dolan has been the Executive Director, are included in Part III of this volume.

We are indebted to Mr. Sherman for his recording of the history of the Cleveland Society for the Blind and for his own significant contribution to the field of work with visually handicapped people. We are also deeply grateful to the Greater Cleveland community for its warm understanding and support of the Society's work with blind persons.

Harold T. Clark  
Advisory Council Member and  
Trustee, Cleveland Society for the Blind

May, 1961  
Cleveland, Ohio



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*There is none so blind as they that won't see.*

*—Jonathan Swift*



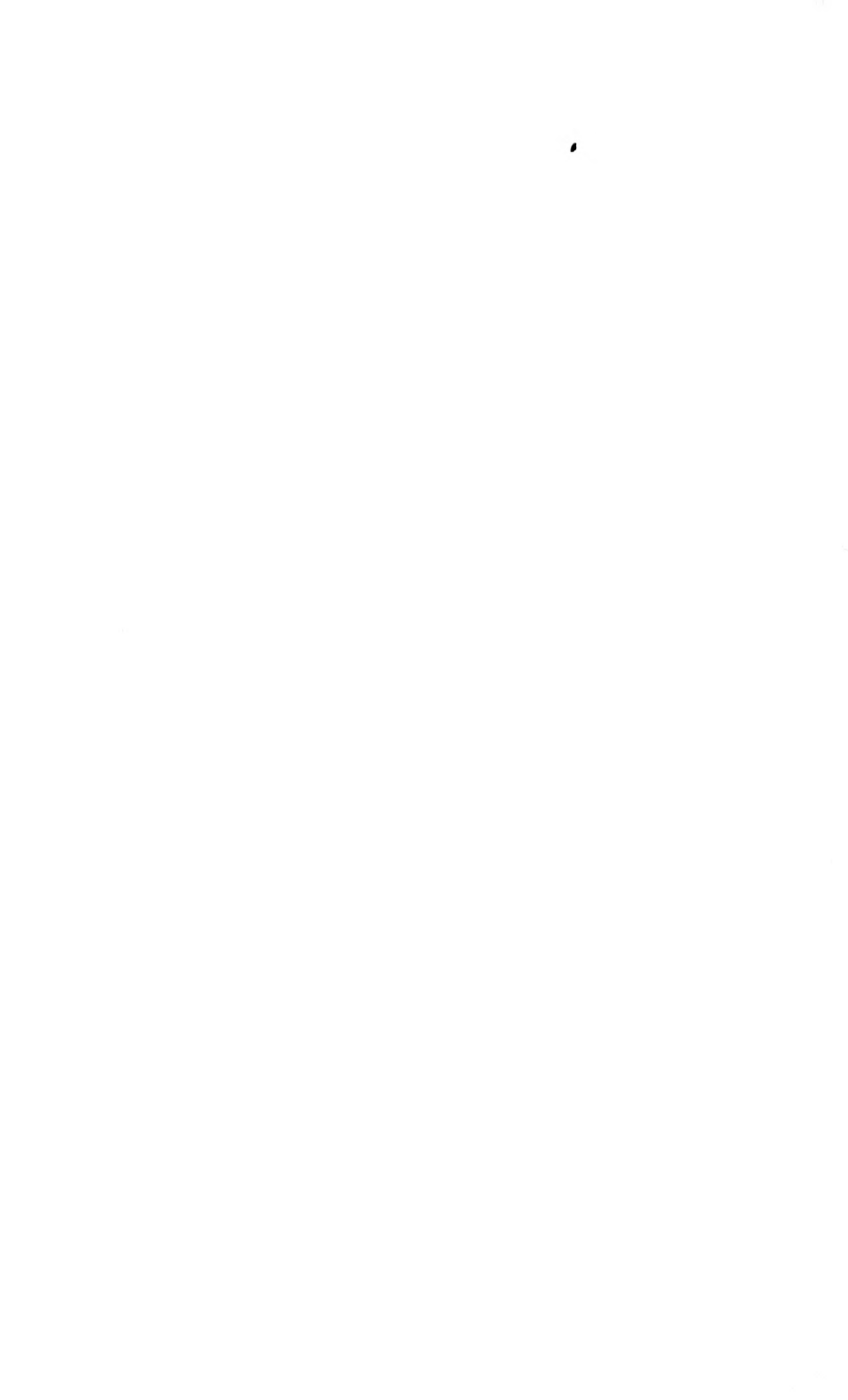
EVA BREWER PALMER

PART I

1906 - 1943

BY

EVA BREWER PALMER





## FOREWORD

I HAVE READ with the keenest interest and satisfaction this chronicle of The Cleveland Society for the Blind. It has been my privilege to watch the development of this organization over a period of more than three decades, and during much of this time I had the privilege of participating in its activities, first, as an employee, later as a member of the Board, and still later as an honored guest and counsellor. Mrs. Palmer has set down faithfully and dispassionately the history and development of this agency. So far as I know it is almost the only instance in which the building of an organization for the blind has been recounted with so much detail and fidelity. It should serve as a guide and inspiration to workers both in the area of the blind and in other fields. It is to be regretted that we do not have more such chronicles available. They would be of inestimable help and stimulation to other blazing trails in unmapped fields.

It is fortunate that Mrs. Palmer could give her time to this undertaking, but the very fact that she wrote the chronicle herself has deprived us of a full account of the labors of the friend of the blind who has contributed most to the success of the organization. Mrs. Palmer came to The Cleveland Society for the Blind in 1910 filled with zeal to make it serve the blind people of Cleveland to the uttermost. She had a deep sympathetic understanding of the problems confronting blind people. Her faith in each individual client was unbounded. At the same time she never lost sight of the sound professional principles which her previous social work training had given her.

The Cleveland Society for the Blind under Mrs. Palmer's guidance grew from a simple, unpretentious instrumentality through which generous friends of the blind of Cleveland might function in behalf of the sightless people of the Community into a city organization which stands as a model which many cities in this country have striven to emulate. Mrs. Palmer deserves the thanks of workers for the blind everywhere.

ROBERT B. IRWIN, *Executive Director*,  
American Foundation for the Blind, Inc.,  
New York City.



## INTRODUCTION

AT THE TURN of the century a number of the agencies serving the social service needs of Cleveland were already established, some with a record of years of activity behind them, while others had foundations newly laid for future expansion. Among the latter was Hiram House, the first social settlement in Cleveland. Started in 1896 by George A. Bellamy, it was named for the college from which he had graduated. His early sponsors were men outstanding in the life of the city—among them being Dr. Paul Sutphen, pastor of the Second Presbyterian Church, Dean Charles D. Williams of Trinity Cathedral, Fred C. Howe, Starr Cadwallader, and Harris R. Cooley, City Welfare Director, whose vision had led to the establishment of the Cooley Farms at Warrensville.

The first branch of the Cleveland Public Library was established in one of the Hiram House buildings in 1898, and in 1900 the first brightly lighted playground for year-round use and having trained workers, was opened. Before the organization of the Visiting Nurse Association, Hiram House had on its staff a trained nurse whose salary was paid by Mrs. S. H. Morse.

Mrs. Samuel Mather, one of Cleveland's foremost philanthropists, had watched the development of the Hiram House program with great interest, and in 1897 she and her husband built Goodrich House, located in a congested downtown area. It was here that the first little reading club of blind people, started by the Public Library, met for several years, the residents of the House becoming much interested in the project. This center made a marked contribution to the settlement movement throughout the country, and perhaps its most distinguished resident was a young attorney of Cleveland whose name was Newton D. Baker.

The Cleveland Public Library was opened in 1869 and was known as the Public School Library, but was free to the general public. John G. White, one of Cleveland's foremost citizens, was president of the Library board and was instrumental in bringing Mr. Brett to the city. William H. Brett became Librarian in September 1884 and served continuously up to the time of his death (August 24, 1918). He originated the open-shelf system,

and became the target of a great deal of criticism on the subject. His vision and initiative won success and the general adoption of the plan to give the public free access to the books. Another achievement was the extension of library privileges through the schools and outlying districts. He dreamed of serving the entire city and neighboring villages with branches of the library, and this was fully carried out—in part by him and later by Miss Linda Eastman who was made Vice Librarian in 1896, and in 1904 assisted Mr. Brett in organizing the Western Reserve University Library School. She became Librarian on Mr. Brett's death in 1918 and served until her retirement in 1938. Many honors came to her, among them the presidency of the American Library Association. She was on the faculty of the School of Library Science up to the time of her retirement.

Back in 1900 the Cleveland Library was well known, having a collection of 170,123 volumes; by 1931 it had become the third largest Library in the Country, and at the close of 1941 the collection numbered 2,112,080 volumes.

Miss Eastman's interest in the blind began with her concern over sightless borrowers for whom little in tactile print was available. Books for the blind at that time cost ten times as much as ordinary books, they were produced in several different systems of printing and their size was such that the existing shelving could not accommodate them. Miss Eastman organized a reading club for the blind to meet at the Library every Wednesday afternoon. Interested friends brought the club members to the meetings in their carriages or on the street cars, and two of the present members of the Optimist Club well recall being taken back and forth by the coachman of Mrs. Samuel Mather. Miss Eastman also started a ticket bureau and by December 1907 was sending out 700 cards to Symphony subscribers, urging them to donate their unused concert tickets. She was very active in the organization of the Society for the Blind, was one of its first three trustees, and seldom missed a meeting up to the time of her resignation in January 1908. Her interest in all phases of work for the blind has never ceased, and the growth of the Library for the Blind has brought her great satisfaction.

The Bethel Associated Charities was organized in 1884 and

was a consolidation of two previous efforts to alleviate conditions among the needy of the city. Ten years later it was evident that there was much duplication among unrelated agencies and that one strong organization was much needed. This was accomplished in 1900 when the Cleveland Associated Charities was incorporated, thus beginning a movement which was to count heavily in the life of the city. Relief work was, in time, changed from alms-giving to family rehabilitation, with material help only one feature in a general plan. Among the men prominent in the early years were General James Barnett, who was president from 1898 to 1908; others were F. A. Scott, C. C. Bolton, J. W. Walton, and H. R. Groff.

James F. Jackson became Superintendent in 1904 and was to continue in this position up to the time of his death (1927). His coming marked the beginning of modern social work in Cleveland, and his influence and organizing ability were felt in every movement for the betterment of the people of the city. The next year after his arrival he helped to promote the Penny Savings Fund for the encouragement of thrift among the poor, the Anti-Tuberculosis League, and the Training Course for Social Workers which started with four students.

Early in 1906 his organization was requested by the Probate Court to visit and report the facts, concerning the applicants for the State Blind Pension. Sightless persons numbering 117 were called upon by Associated Charities visitors who became conscious of their many needs other than for financial aid. A volunteer from the Friendly Visiting Committee of the Associated Charities gave nearly all his time for several weeks to calling in the homes of the blind. In commenting on his report Mr. Jackson said, "It is neither good economy nor good ethics to pension a man who can be taught to support himself." A complete census of all the blind in Cleveland was in Mr. Jackson's mind and was suggested at the initial conference called to consider the advisability of organizing a Society to deal with the entire problem.

Mr. Jackson's name was first on the first list of contributors to the Society and he was one of the three trustees elected when the Society was organized. The minutes show that he rarely missed a meeting up to the time of his resignation in April 1909. His

wise counsel was always available and his interest continued to the time of his death.

The visiting Nurse Association was organized in 1902, and was sponsored by such well-known people as Mrs. Perry W. Harvey, Mrs. James R. Garfield, Mrs. Arthur D. Baldwin, Miss Belle Sherwin, Mrs. John Lowman, Newton D. Baker, and Fred C. Howe.

The pioneer work of this organization was done by the superintendent, Miss Matilda Johnson, who, with James F. Jackson, laid the foundation for co-operation among agencies which is today a recognized feature of social work in Cleveland. Through the interest and generosity of Mr. and Mrs. Samuel Mather, John D. Rockefeller, and Mr. and Mrs. Jay C. Morse, it became possible to place a nurse in each of the three settlements—Hiram House, Alta House, and Goodrich House.

The Committee on Tuberculosis, under the leadership of Mrs. Lowman, brought together representatives of education, labor, religion, and other varied interests to consider the control of tuberculosis. A nurse was later furnished to serve the first tuberculosis clinic and to do the follow-up work. The need for medical inspection in the Public Schools was also demonstrated. The Visiting Nurse Association, together with the Milk Fund Association, started the first infant clinic which later became the Babies' and Children's Hospital. The Visiting Nurse Association furnished the first nurse to supervise crippled children returning from Rainbow Cottage, now Rainbow Hospital.

In all their calls during this period (1902 - 1906), the nurses had frequent occasion to be of service to blind individuals and they became conscious that the special needs were largely unprovided for. Miss Johnson and Mr. Jackson were especially impressed with the urgent necessity for suitable employment for capable blind men and women. Miss Groff, one of the volunteers of the Association, suggested training in massage and Miss Johnson went so far as to arrange for an instructor. This was held in abeyance, however, until the proposed organization should make a further study of the matter.

## BEGINNINGS — 1906 - 1911

“In 1906 those citizens of Cleveland who had had the misfortune to lose their sight, were sitting in darkness in a double sense — that darkness which was theirs alone and an obscurity which hid them from their fellow citizens.”

*Prudence Sherwin.*

**I**N MARCH 1906, representatives from the Public Library, the Visiting Nurse Association, the Associated Charities, and the settlements held a meeting to discuss plans for meeting the needs of the blind, many of whom were already known.

Miss Marion Campbell had been invited to attend the conference as she had recently come from Boston where she had been interested in work for the blind, and especially in weaving as a practical occupation for sightless people. She was a resident of Goodrich Social Settlement and she offered to try to obtain space there for an experimental class in weaving. This was secured through the generous interest of Mrs. Samuel Mather, and the class was started in the late spring. This proved so successful and general interest in the movement was so plainly aroused that a Society was organized in November of the same year (1906).

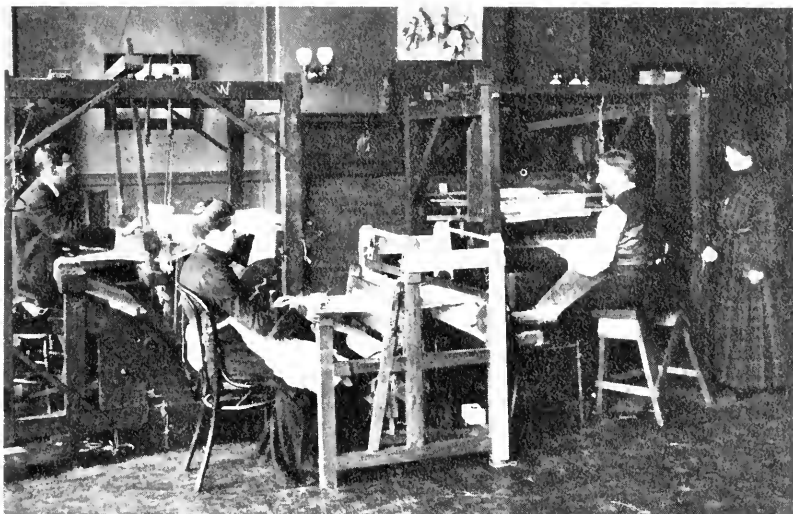
Much of whatever success was later achieved was due to the type of people who participated in the formation and early development of the Society. Among them was Miss Prudence Sherwin who was to become a leading figure in work for the blind, not only locally but also nationally, through her long connection with The American Foundation for the Blind. The first president of the Society was Dr. (later Bishop) Stearly, an Episcopalian rector who was of the greatest assistance to the movement. Wm. H. Hunt was president during 1909 and 1910, having given invaluable service as vice-president and chairman of the Finance Committee. With the single exception of Miss Sherwin, all twelve of the presidents, up to 1943, have been men, the average time served being three years and three months. The past presidents, without exception, remained as members of the executive board which guided all the activities of the Society. The new presidents brought fresh interest and ideas, but were able to draw on the experience of their predecessors.

The name chosen for the new organization was "The Society for Promoting the Interests of the Blind in Cleveland." This was exactly descriptive of its proposed function but proved too long for general use—one contributor making his check to "The Society for the Prevention of Cruelty to the Blind;" while another expressed the wish that his check might be larger and the name of the Society smaller. The name was later changed to "The Cleveland Society for the Blind," and Miss Marion Campbell was appointed as the first Executive Secretary. Space in Goodrich House for the activities, office, and shops, was given for a nominal rental for several years, and funds for operating expenses were raised through a slowly growing list of contributors. This income was augmented by proceeds from annual sales of blind-made articles which were held in various stores in the downtown area where home-cooked lunches were also served. Not the least advantage of this plan was the excellent publicity given to the movement.

### *The Social Service Committee*

From the beginning, the contribution made by the women's committees has been beyond estimate. The aims of the Society, as stated in its first published report, were: Investigation, Securing Legislative Support, Industrial Employment, and Prevention of Blindness. In all these fields the women's group worked tirelessly and the Social Service Committee, under the leadership of Miss Emilie Jungermann, became a bulwark of the Society. Starting with eight members in 1907, its early concern was with the school children and the old people. The aged and infirm among the blind comprised a large group and for them many services were needed. Too often, they were members of families of limited income where the round of duties left little margin of leisure or much attention to the blind member. Regular calls by an understanding visitor brought comfort to the blind person, and many fast friendships were formed. As home teaching was developed by the Society, the older people were taught simple crafts, and, when possible, to read some system of the raised type books which were available in the Public Library.





Weaving Department in Goodrich House

## *Employment*

The weaving shop of the Society early produced articles of such merit that they were sold not only in Cleveland, but in various parts of the country.

A training class in chair seating was begun and one man, who had learned broom making at the Ohio State School for the Blind, was assisted in the sale of his brooms.

Basket making was started by a man whom the Society had sent to the Columbus School to learn his trade, and his product was so satisfactory that he was furnished with steady employment.

A register for blind piano tuners and also for men qualified to play for dances, enlightened the public as to ways in which their own needs could be served while at the same time work could be given to well-qualified blind men.

During 1909 the Society started its first broom shop, two of the trustees paying for location and equipment. Frank Burlingame, a high-type man who had lost his sight in middle age and had then learned broom making, was the first superintendent. He continued in this position for many years and developed the shop into the Society's leading industry and best known activity.

## *Legislation*

During the year 1908, the Society actively sponsored two bills before the Ohio Legislature. One was designed to create a Commission for the Blind, with authority to establish work shops for able-bodied adult blind and to inaugurate the teaching of trades and also of reading for those unable to leave their homes. Another provision looked toward possible prevention of a large percentage of blindness through cooperation with existing medical agencies. This bill became law and \$5,000.00 was appropriated for the work of the Commission during its first year.

The second bill was to provide a pension for persons who, because of loss of sight, were unable to contribute to their own support. A similar law had been enacted in 1904, but was declared unconstitutional. The later bill was more carefully drawn and was passed, Miss Campbell's efforts being of great assistance.

## *Education — Day School Classes in Cleveland*

In 1900 an experiment in teaching blind children in the public schools was begun in Chicago and was followed by similar effort in Milwaukee. New York City was also making definite plans to start public school work, and, with such precedents, the Cleveland Society in 1908 appointed a committee to confer with the Board of Education, looking toward an opportunity for teaching the normal blind child in the public schools. The State School for the Blind in Columbus had opened its doors, in a small house, in 1837, with five blind pupils and one teacher. Through the years since that early beginning, the school has continued to be of prime importance, its resources and leadership being sought by the later movements throughout the state. The Day School plan which allowed blind children to remain in their own homes and attend school in competition with sighted pupils, seemed preferable especially in large communities where the number of blind children was considerable.

The Cleveland committee counseled with Almeda Adams, blind teacher, who spoke with deep feeling of her longing for her own home when she was a little pupil at a state institution. She also pointed out that not the least advantage of educating the blind and sighted together is that the capabilities of the blind are recognized and their opportunities in life are increased.

The initial work of the Cleveland committee met with favorable consideration, and the names of eight children eligible for a public school class were submitted, a special teacher was appointed, and the class was opened in April 1909. By the end of that school year, the experiment had proved so satisfactory that a regular department was opened in September.



PRUDENCE SHERWIN



ROBERT IRWIN

In securing Robert B. Irwin for supervisor, the Cleveland Society was instrumental in opening a career for a man who today is a leading figure in the country, if not in the world, in work for the blind. Losing his sight at five years of age, he entered the Washington State School for the Blind from which he was graduated in due time. He then enrolled in the University of Washington, from which he received his B.A. degree. The University Club of Seattle granted him a scholarship and he journeyed from the west coast to the east, entering Harvard as a graduate student. The following year he received his Master's degree. He then, while still a student in the graduate school of Harvard, spent two additional years observing the educational work in several of the long-established residential schools for the

blind, such as Perkins Institution in Boston, the Overbrook School in Philadelphia, and the New York Institute for the Blind.

He was greatly interested in the following opinion stated by Samuel Gridley Howe in 1871, "With a view to lessening all differences between blind and seeing children, I would have the blind attend the common schools in all cases where it is feasible. Depend upon it, one of the reforms in the education of the blind will be to send blind children to the common schools to be taught with common children." The young man with this ideal, and after adequate preparation, was eager for just such an opportunity as Cleveland offered, and his connection with the schools of Cleveland and with the Society for the Blind made a lasting contribution to both. He later wrote on the advantage of the public school plan the following, "It gives to the blind child the benefits of a normal home life, and teaches both parent and child their mutual obligations and responsibilities. It accustoms the blind person from the first to the inevitable competition with sighted people. It causes the seeing population to look upon their sightless companion as an ordinary individual, recognizing his possibilities as well as his limitations." In an article by Dr. Hans Kohn, he makes the statement that history is made if a man, or an aspiration, on the one hand, and an objective opportunity on the other hand, coincide. When the history of work for the blind is written, Robert B. Irwin's name will be among the few who have made the greatest contribution to the cause.

In addition to the regular curriculum, Mr. Irwin arranged that his pupils should have manual training, as blind children are often deficient in the use of their hands. One of the weaknesses in educating blind and sighted children together had been the failure to supply opportunity for musical training. In Cleveland, the Society undertook to make up this defect, and a blind music teacher was engaged to give instruction in instrumental music to children who might benefit from it. The teacher was Miss Gertrude Leininger, a talented young woman who had majored in music while attending the Ohio School of the Blind and had then studied at the Oberlin Conservatory of Music.

One of the early problems in connection with classes for the blind in the public schools was that of transportation. Many of

the children had to travel long distances, and carfare for the pupil and his guide was often more than the parents could afford. This need was met by funds from the Society which, in addition, supplied clothing where needed.

Little Mary, totally blind from birth, was an example of the great need for educational provision such as the Society was arranging. She was a member of a family where no English was spoken, and where there was not the least understanding of her problem. She was kept in the house all winter and in the small back yard in the summer, and was like a timid little animal when a visitor from the Society found her. Arrangements were made for her to enter the class for the blind, and the Executive Secretary called for her early one morning and then found that she had never been on a street car. She screamed every time the car stopped and started, and was trembling with fright when she finally reached the school room. She proved to be a pupil of average ability and became very proficient in all kinds of handiwork. A member of the Social Service Committee presented her with a beautiful doll on the first Christmas after her release from the prison of ignorance, and this person, whom she named Rosie, became her inseparable companion.

Educational opportunities for the adult blind were an early concern of the Society and a beginning in home teaching was made in 1908, Miss Winifred Simonds being the first home teacher. Mr. Thomas Sloane, a fine blind man, was appointed as teacher for the men and as a result of their efforts the Department for the Blind in the Public Library found its patronage greatly increased; 129 volumes in Moon Type or New York Point were added to the collection during 1909, and of this number 31 were music or books on music or musicians.

### *Prevention of Blindness*

In 1910 the Society organized a campaign for sight saving. A special committee was formed with members representing the Academy of Medicine, City Board of Health, the Visiting Nurse Association, the Babies' Dispensary, and several other organizations. Visitors from social agencies had discovered many midwives practicing without authority, and it seemed apparent that

the first effort of the committee should be to secure definite knowledge of the practice of midwifery in the city. Accordingly, the committee engaged the services, assuming the salary, of a visiting nurse for a preliminary investigation. Her report on the first 91 midwives investigated shocked the community, and during December 1910 and January 1911, 28 midwives were arrested for unlawful practice. Convictions followed and fines were imposed in a majority of these cases. Following publicity on cases of blindness resulting from neglect on the part of midwives there were reported to only one of the organizations represented on the committee, 38 cases of ophthalmia in children under five years of age. Of these, four were totally blind, three partially so, and in the remainder, 31 cases were still active.

The City Board of Health added Ophthalmia to the list of infectious diseases to be reported, and the committee had the State laws on Ophthalmia printed in several languages and distributed to all the midwives.

At the suggestion of the committee, the Society continued the services of the nurse during the spring of 1911, her duties being to check up on the midwives and to follow all new cases of blindness reported to the Society. In time, the Babies' Dispensary and Hospital took over all cases involving the sight of infants under three years of age, and the newly-created Social Service Department of Lakeside Hospital assumed responsibility for those above three years.

In the fall of 1909 the Ohio Commission for the Blind secured the services of Charles F. F. Campbell to deliver lectures on "Needless Blindness" in various parts of the state. A vigorous and convincing speaker, Mr. Campbell had literally spent his life with blind people as his sightless father, Sir Francis Campbell, was Director of the Royal Normal College for the Blind, outside of London. Charles Campbell in 1909 was connected with the Pennsylvania Association for the Blind and in time became an outstanding figure in the work all over the country.

In the same year, 1909, Ohio became one of four states participating in a national movement for prevention of blindness, the Russell Sage Foundation and the American Medical Association sponsoring the movement. From this beginning came

the National Society for the Prevention of Blindness, one of the great forces for the preservation of vision in the country.

In November 1909 the Cleveland Society for the Blind was incorporated as an organization not for profit and the same year received a card of endorsement from the Cleveland Chamber of Commerce. The report of the Treasurer as of January 1, 1911, showed a balance of \$201.68, the two largest items of income for 1910 having come from contributors, \$2,824, and the annual sales and lunches which netted a total of \$2,217. The industrial shops had operated at a loss, which was not surprising as all the workers had been practically untrained in the beginning.

The close of the year 1910 found the Society firmly established as a member of the family of social agencies. Of them Mr. Irwin wrote, "Cleveland is fortunate in being one of few cities in which there is no antagonism among the different societies organized for charitable purposes."

During the five years which Miss Campbell spent with the Society she inaugurated much of the work which is being carried on today. She aroused the community to its responsibility for the well-being of its blinded citizens; she drew on the then limited experience in city wide work in order to set up a pattern for Cleveland to follow; she did a great deal of public speaking before groups, these included the Ohio Legislature. When she came to the Society it was little more than an idea and a hope; when she left, the needs of the six hundred blind of the city had been studied and provision made for meeting many of those needs.

Dr. F. Park Lewis, eminent Ophthalmologist and a member of the New York Commission for the Blind, wrote at this time, "To utilize the neglected productive capacity of this large body of the people and to conserve those equally precious elements of character inherent in a self-reliant people, is a work to challenge the most resourceful social statesmanship."

In accepting a place on the Advisory Board of the Cleveland Society, Helen Keller wrote, "Everywhere the blind are hailing with joy the coming fulfillment of their desire to be useful, to be no longer a burden to themselves and to their friends."

## PROGRESS — 1911 - 1919

“I was eyes to the blind, and feet was I to the lame; I was a father to the poor, and the causes which I knew not I searched out.”  
*Job 29, 15-16.*

MISS MARION CAMPBELL resigned as Executive Secretary of the Cleveland Society for the Blind in the Spring of 1911. She was never to leave the field, however, and after brief connections with the State Commissions of Ohio and New York, she became the director of the Illinois Society for the Prevention of Blindness to which she made a distinguished contribution up to the time of her death in 1927.

Mrs. Eva B. Palmer, a life long resident of Cleveland, was appointed to fill Miss Campbell's place and assumed her new duties on June 19, 1911. She was an enthusiastic type of person with a deep interest in people. She had had experience as a volunteer in social work for several years and had just completed the two-year training course given by the Associated Charities. James F. Jackson, Director of the Charities, had been active in the formation of the Society for the Blind and was happy to have a graduate of his course appointed to a position with the Society.

Among her other activities, Mrs. Palmer assumed the chairmanship of the Social Service Committee which she was to keep for the following thirty years. Its membership was expanded to thirty-five, with sub-committees on Visiting, Recreation and Clubs. For the ensuing ten years this was the only committee on social service, and the energy and devotion of its members were such that Mr. Jackson, at an annual meeting, stated that it constituted the finest example of volunteer service in the country.

One of the first efforts of the Recreation Committee was a reception for all the blind, which was held in the gymnasium of Goodrich House on New Years Day, 1912. It was largely attended by guests who appreciated the sociability, the music, furnished by blind players, and, incidentally, the fine refreshments. Herbert W. Strong, who was president of the Society at the time, acted as master of ceremonies for the big party.



## *Financial Problems*

Study of the minutes of the period reveals constant anxiety over the financing of the varied activities of the Society. The Secretary sent out hundreds of letters of appeal and all the publicity stressed the need, as budgeting was difficult with no dependable income in sight. Carl N. Osborne became Treasurer in 1913, and he at once worked out an improved system of accounting which was of lasting benefit. He served as treasurer for three years, was chairman of the Finance Committee for three additional years, continued as a trustee, and much later became president of the Society.

A majority of the social agencies soliciting funds from the public united, in 1913, in forming the Federation for Charity and Philanthropy, the chief object of which was to eliminate duplication of money-raising efforts. Agencies composing the Federation turned over their lists of contributors who were urged to give through the newly established channel. Thereafter, the Society received funds through the Federation and also from a slowly decreasing number of direct givers, and the new plan was a distinct improvement over the earlier procedure.

In 1917 the Federation was merged with the Cleveland Welfare Council, an advisory body which had as its purpose community planning and the promotion of constructive and preventive work. The new name was "The Welfare Federation of Cleveland."

None of the industries of the Society were self-sustaining, and there was urgent need for considerable amounts of money; as, for instance, when broom corn was to be purchased. By 1914 this situation had become acute and, at the suggestion of the trustees, the Foundation for the Blind was established—donors to the fund being Samuel Mather, H. A. Sherwin, John and S. L. Severance, H. G. Dalton, J. H. Wade, and A. A. Augustus. The sum of \$3,250 was advanced to a board of five trustees who were not otherwise connected with the Society. They were Warren Hayden, Malcolm McBride, S. Livingston Mather, Samuel Nash, and George B. Siddall, and it was arranged that they should advance, from time to time, such sums as were needed for the purchase of supplies, no interest being charged.

The fund was to be kept intact for emergency purposes only, the loans to be returned to the trustees of the fund. This arrangement proved to be a saving factor through several ensuing years.

### *Employment*

Statistics at the beginning of 1913 showed a total blind population of 620, the employable blind numbering 352. Of this number 152 were earning some money by their own efforts, many of them, however, being capable of doing much better paid work if it could be secured. A start in this direction was made by the Executive Secretary who located a job of nutting bolts at the Lake Erie Iron Company and placed a young and skillful man with that firm. His success was cited in making similar placements in other factories.

Continual appeals to the public for work suitable for blind men and women were made; the trustees, especially the members of the Industrial Committee, approaching their business friends on the subject. The three men of this committee were H. W. Strong, chairman, F. H. Teagle, and James R. Mills. These men served for many years and were of great help in this difficult department of the work. One response came from J. W. Walton, who made a trip to the office of the Society in 1915 to suggest the assembling of wire rope clamps. This was found to be practicable, and soon six men were so employed. Up to the present time (1943) this firm has never been without totally blind workers in its factory.

Another company which responded to the appeal was the National Screw & Tack Company—the Alexanders, father and son, continuing their interest and cooperation as long as they lived. At one time they had sixteen blind men at work nutting bolts, by hand or machine, five of the men forming an orchestra which played for dancing three times a week, for the benefit of the office help.

An ambitious young man, a shop worker before he was blinded by an accident, had been placed in the broom shop for a year before the right opening in outside industry was found. He was very happy in his new connection and remarked, "You know, I would rather have a man's job than a blind men's job." This man is still working in a factory (1943). With continued effort,



HERBERT W. STRONG



FRANK H. TEAGLE

by the end of 1918, 52 blind men and women were regularly employed in Cleveland factories where they proved to be the best of object lessons to a skeptical public.

Every effort was made to increase the patronage of the piano tuners, the Society paying for advertising in the telephone directory and the daily papers. The volunteers personally approached their friends, also churches and public halls. In time the tuning in the East Cleveland, Lakewood, and finally in the Cleveland schools was secured, and the capable blind men, making their way alone to all parts of the community, were reasonably busy.

Chair seating was done by several men in their homes, any one needing such work calling the office of the Society and obtaining the name of the nearest caner.

The rug weaving industry was, at first, carried on in the same way, the Society doing the advertising for both and selling the products of the looms in the many sales of blind-made products which were held. Linen weaving was done under direct supervision, at Goodrich House, and three blind women were so employed. By 1915 all the weaving was concentrated at Goodrich House.

Broom making was begun in 1909 in quarters in one of the Bradley blocks on High Street, with a blind foreman and four

workers. The quality of the brooms was good from the start, only the best of materials being used, and the trade increased year by year. Brooms for all purposes were made, preference being given to those for heavy use but with several styles of house brooms produced to meet the increasing demand. Up to 1913 house brooms were delivered singly to the homes and this was both expensive and laborious. The Chandler & Rudd Company offered to carry them in their three stores and also to make deliveries whenever their customers indicated a preference for the blind-made article. This arrangement was in force for a good many years, and was just one of the many ways in which the public showed appreciation of the efforts of the Society.

A classification of customers, other than individuals, was made for the year 1918 and showed a total of 412, with 333 of these being factories. The shop quarters were inconveniently located and too limited in space, and a move was made in 1914 to the former gymnasium of Goodrich House just adjacent to the offices of the Society. Sales for the first full year (1910) amounted to



Chair Seating Department in Goodrich House

\$1,217, and increases for the following few years were as follows:

1911 . . . . .	\$ 3,585
1912 . . . . .	4,239
1913 . . . . .	7,625
1914 . . . . .	11,508
1915 . . . . .	13,770
1916 . . . . .	18,567
1917 . . . . .	26,515

As time went on, through the activities of the Society, more and more blind people became acquainted with each other and by comparing notes, were stimulated to make greater efforts for themselves. The Society was alert to help each one and for four Saturday evenings in April 1917, a course in salesmanship was given at Goodrich House. All who were selling their wares or their services were invited to attend and 65 enrolled, this number included piano tuners, teachers, storekeepers, and insurance men, and the canvassers who sold from door to door. Several of Cleveland's leading industries, notably the Sherwin-Williams Company, furnished the speakers, with the result that mutual interest was aroused, the leaders responding to the eager and intelligent questions raised, and the blind people most appreciative of the effort in their behalf.

### *Recreation*

People whose lives are crowded with activities, hardly realize the need for variety among those whose handicap is a limit in every direction. For them to live bravely and cheerfully in the dark, there must be happy times to which the mind can recur through long hours of idleness. Understanding volunteers have planned to meet this need all through the years since the first big party at Goodrich House on New Years Day (1912).

Miss Mary Blanchard, afterward Mrs. Robert B. Irwin, became a member of the staff of the Society in January 1913, and while her duties were primarily clerical, she was of the greatest assistance in the recreation program. During her first year she founded the Optimist Club of young blind women, its program becoming a pattern for several clubs organized later. The Op-

timist group is today, 1943, a very valuable adjunct of the Society and through the year has had a marked influence on the lives of its members. Miss Almeda Adams, blind music teacher and leader of chorus work, discovered many good voices among the club members, and weekly practice produced surprising results. Dancing was more fun than anything else, and the University Club supplied partners for several years. Miss Eleanor T. Flinn, teacher of dancing, was an early and enthusiastic backer of the Optimist Club and many a shy girl, awkward in her blindness, found herself developing a sense of freedom which she had never before known, as she mingled with the dancers on the floor. March 10, 1916, was an important date on the club's calendar, for in the auditorium of the Y.M.C.A. was given the never-to-be-forgotten "Rose of Savoy." This was a cantata put on by fifteen members of the Optimist Club and was a marked success, Miss Adams being responsible for the music, and Miss Blanchard for the dramatic coaching and the arrangements. Such performances are important in the lives of the players, as they gain assurance and prestige, while the volunteers become better acquainted with the blind people through their work of costuming, stage setting, etc. The audience learns of the ability of handicapped people, and this carried over into employment and other lines.

The Optimist Club continued to give annual plays, while the Men's Glee Club, founded by Jacob Bausch, gave concerts and a very successful minstrel show. Mr. Bausch also organized an orchestra among the blind men, so music, vocal and instrumental was always a part of the programs given gratis to institutions, or for a modest charge, to many audiences.

With the entry of the United States into the war in 1917, the more skilled of the blind women formed a club to meet at Goodrich House one afternoon a week to do needed work for the Red Cross. They did knitting, strung safety pins, tied shoe strings for the comfort kits, and hemmed handkerchiefs. The Social Service Committee was gratified at their patriotic efforts and arranged for speakers and readers in order that the blind women might have some food for thought.

In 1913 a club was organized for the blind people at the Warrensville Infirmary where they were leading lives barren of in-

terest. Members of the Social Service Committee went out twice a month, the trip involving the use of the Chagrin Falls trolley and a short line running direct to the Infirmary grounds. Twenty-one meetings were held during the first year, the devoted women making the trip through the most severe weather. Through the efforts of the Society a good piano was donated for the assembly room and then music, especially singing, was part of every program. The Christmas meeting was expanded into a real party with a special program, and, best of all, good refreshments, a welcome change to the inmates of any institution at that time.

A club for the older unemployed blind men living in the vicinity of the Newburgh Library was organized in 1913, to the great satisfaction of its members, several of whom had worked together in the Newburgh mills. After meeting in this location for several years the club moved to the Old Stone Church in order that men from all parts of the city might attend. It is interesting to note that, in those days with no automobiles, members of their families were glad to make the effort to take the men to their club meetings. This club later became the Men's Reading Club of Goodrich House days and is now, 1943, very active as the Monday Forum of Grasselli House. Throughout the years women from the Social Service Committee have taken charge, providing programs, motor service, and frequently refreshments as well. The fine old men have passed away, from time to time, others taking their places, but all having felt that the club met a great need in their later years. The volunteers have always found that their own lives were the richer for the experience.

### *Day School Classes*

The movement to educate blind children in the public schools, which had been started in Cleveland by the Society in 1909, had eight pupils in the beginning and had increased, by 1913, to forty-four boys and girls who were attending school in four centers in different parts of the city. Special instructions, such as in music and manual training, was carried, as before mentioned, by the Society for the Blind until, as a result of Mr. Irwin's efforts, a bill providing State support was passed by the

Ohio Legislature in January 1913. This provided for a per capita allowance of \$200 a year and this amount, together with the \$28 per capita expenditure for the education of normal children, permitted the addition to the staff of special teachers and the extension of the school-week up to Saturday noon. Older boys wishing to make piano tuning their vocation, had instruction at a Tuning School, the director of which was Jacob Bausch who had been for years teacher of tuning and band instruments at Overbrook School for the Blind in Philadelphia. This school was also available for the further training of a few adult tuners whose preparation had been inadequate.

By 1916 the first Visiting Teacher was added to the staff, her responsibility being to study the family situations, thus insuring the full cooperation of the home and the school. In 1919 this service was extended to blind children under school age, having previously been carried on by visitors from the Cleveland Society for the Blind. This proved of great value in educating parents in their task of preparing their children for school life. Cleveland is outstanding in the fact that since this date, it has had continuous training for its pre-school children.

A training cottage was opened as part of the Department for the Blind, and a group of ten or twelve children lived there through the week for a period of one year, boys and girls alternating each year. The older girls were taught practical house-keeping and all were given instruction which many of them lacked at home—caring for their own needs, eating properly, etc. All the children went out to their school classes each day and spent week-ends with their own families. Each child learned to be helpful with the work at the cottage, and consideration for other.

Summer school classes for the blind boys and girls were conducted, and nature study, swimming, and even rowing, were taught. Many bird notes were learned and, in short, the great out-of-doors so familiar to seeing children, was opened to the blind. Through the courtesy of Ringling Brothers, all the children from the department were taken to see the animals on a Sunday afternoon when the public was not admitted. The tamer animals were examined by eager little hands, and rides on a small elephant furnished thrills still remembered.



## *The Howe Publishing Society for the Blind*

In the fall of 1909, through the efforts of Robert B. Irwin and some of his friends, there was organized the Samuel Gridley Howe Club which later became the Howe Publishing Society for the Blind. This group started as a forum to which a few congenial blind men came to listen to reading and enter into discussions on current topics. It was named in honor of one of the founders of work for the blind in the United States. All members of the club lamented the scarcity of books in raised type as few Braille books, except those published for school use, were available. The appropriations of the various libraries were so limited that they could not undertake the purchase of many such books. In the conviction that there were seeing book lovers in Cleveland who would be glad to meet the cost of embossing a few books in Braille, the Howe Publishing Society made an appeal to the public for funds. A modest printing shop equipped with a stereotyping machine and press was set up in the basement of the Old Court House where space was provided by the county, rent free, for many years. The first stereotyper was Miss Gertrude Leininger, and when she resigned to give her full time to teaching music to blind children in the public schools, she was succeeded by Mrs. Josephine Enever. Sighted volunteers read the text to Mrs. Enever and also, in time, bound the books and magazines when the pages were completed. A Juvenile magazine was issued monthly and sent to all the blind children in the city. Its talented editor was Miss Annie Cutter of the Juvenile Department of the Public Library, and she made a careful study of the special needs and tastes of her little blind readers.

The activities of the Howe Publishing Society were carried on for about seventeen years and a great many books were added to the collection in the Public Library. Much of the progress of the organization was due to the interest and support of Harold T. Clark who was not only the moving spirit, but could always find funds for emergent needs and for the expansion of the work. His interest continued through the life of the organization. With the development of the two-side printing, in which both sides of the paper are utilized, the smaller publishing companies in the country were forced to discontinue their efforts as much more complicated and expensive machinery became necessary.

## *The Cleveland Society and the Ohio Commission for the Blind*

The Ohio Commission, promoted by the Cleveland Society in 1908 and with an initial budget of \$5,000, by June 1911 had an appropriation of \$58,000 for the succeeding eighteen months. Charles F. F. Campbell was called from Pittsburgh to direct the Ohio program, and Miss Marion Campbell became his assistant — her responsibility being to develop a Home Workers' Guild. This plan had been successful in different parts of the country; blind women working in their homes were supplied with materials and sewing machines, when needed, and were taught to make salable articles. They were paid the difference between the cost of the materials and the selling price, the overhead being carried by the Commission. A large number of women were found who welcomed this opportunity of earning at least part of their living, and their instructors, also capable blind women, were furnished with a means of livelihood. Securing a market for the merchandise was a problem which was largely solved by the cooperation of department stores in several Ohio cities where permanent selling space was donated. The Higbee Company in June 1912 became one of the first stores to make this generous contribution, and their department for the blind was patronized by Cleveland women for many years. For four years the Society paid half of the salary of the clerk, and sales were stimulated by enlisting the cooperation of various clubs and churches, each being responsible for sales during one week of each year. As the volume of goods to be sold increased, additional sales were needed and the Society assisted the Commission by conducting one or two-day sales in many of the smaller cities of northern Ohio. Here again, the tireless members of the Social Service Committee arranged all the details and personally conducted the sales.

Teachers of the adult blind reached all parts of the state, making a study of each person visited and bringing fresh interest to many blind in remote communities. The teacher who served Cleveland and several nearby counties was Miss Helen Lapp, a graduate of the Ohio School for the Blind and a young woman of winning personality and marked ability as a teacher. She was a Cleveland resident.

The Commission, in return, through its Prevention of Blindness Department, relieved the Society of the Investigation and prosecution of the midwives—which had been one of the Society's major efforts during 1910 and 1911.

### *Publicity*

Constant effort was made to acquaint the people of Cleveland with the work of the Society and the cooperating agencies for the blind. Perhaps the most pretentious of these efforts was the "Blind Workers' Village" which was opened in a large vacant store next to the Kinney & Levan Company on Euclid Avenue. No admission was charged and nothing was offered for sale, but the exhibition was visited by many thousands of people during the two weeks it was open. The crowds watched pianos being tuned, brooms and baskets made, linens and rugs woven. They visited a classroom of blind children doing their regular school work, and also a department of the Public Library where raised-type books, writing devices, magazines for the blind, and maps with raised lines were shown. They watched contests, as in games of checkers, saw blind teachers patiently giving instruction to recently blinded men and women, and they studied the intricacies of a stereotyping machine making plates from which Braille sheets were printed and bound into books. This entire project was planned and executed by members of the Social Service Committee and its effect on the public was evident for several years. Few of the committee members had cars at the time and the many blind people participating in the exhibition had to be brought from their homes and taken back, each day, and their lunches arranged for. The committee members were at work each day explaining the various exhibits to the public and, on the whole, it was an undertaking requiring a great deal of hard work but considered very worth while.

Industrial and other expositions were willing to donate space where the products of blind workers were shown, and folders explaining the aims of the Society were distributed. Many church bazaars gave the same privilege. During a four-year period over one hundred talks before Cleveland groups were made by the Executive Secretary, a blind musician often being

introduced in the program and, in many instances, sales were also made. The scrap-books of the time reveal an astonishing amount of newspaper space devoted to the happenings at Goodrich House, stories of the achievements of blind individuals, and appeals for cooperation from the public.

### *Extension*

In 1913 one of the most active members of the Social Service Committee asked the Executive Secretary to pay a two-day visit to a friend living in Youngstown. Their hostess invited a select group to her home to learn what they might do for the blind of their city. Great interest was shown and a committee, with officers and sub-committees, was formed. Through the following seven years many visits were made to Youngstown to counsel with the committee members as to their program and problems. They made a census of all the blind of the city, arranged for recreation, secured employment, and were of real help in the case work needed. They operated without a budget, funds being provided by the committee members and their interested friends. The Ohio Commission was using space in one of the department stores at which to sell blind-made products, and the women of the Youngstown Committee were of great assistance in this effort. By 1920 a Society was organized supported in part by the Community Fund and having as the first Executive Secretary, Joseph F. Clunk, a young blind man who had been on the staff of the Cleveland Society. The Youngstown Society has continued its activities and usefulness up to the present time, though now consolidated with the work for the Crippled and Disabled.

The same procedure was followed in Toledo and Akron, the Society in the former city being now among the leading organizations in the state. Prominent Akron people were anxious to establish similar work and met the cost of a survey to ascertain all the facts about their blind citizens, possibilities for employment, etc. In time a Society was formed, copying its constitution from that of Cleveland. A trained social worker was engaged as the first executive and the financing was divided between the Community Fund and the Lions Club. The life of this

well-conceived organization was just one year, as a group of blind people opposed it at every point, insisting that only blind individuals should have any part in its management. The Lions Club became discouraged and withdrew its support, and the Community Fund felt that the usefulness of such a movement, under the circumstances, was doubtful.

Through the years 1913 - 1919, the Executive Secretary of the Cleveland Society devoted a good deal of time to movements in aid of other communities. A visit to Minneapolis in 1913 resulted in the formation of a Society for the Blind, its chosen executive spending a week in Cleveland studying the local work. This Society is active today. During 1917 visits to consult about the work were made to New York and Boston, while in Detroit, at the request of the Community Union, a week's survey was made and recommendations submitted.

### *Officers and Staff*

The presidents of the Society for the period were Miss Prudence Sherwin, Herbert W. Strong, John MacGregor, and George B. Kennerdell. They were in close touch with all phases of the work of the Society, happy in its progress, and interested in the successes of individual blind people.

The staff from 1911 to 1913 had consisted of the Executive Secretary, a man who was called the Industrial Agent and who gave a few hours a day to the operation of the Broom Shop, and a young clerk-typist. Her place was filled in January 1913 by Miss Mary Blanchard, and the position of Industrial Agent was abolished. Miss Blanchard was married to Robert B. Irwin in 1917, having spent the preceding year as Visiting Teacher in his department. In December 1913 Mrs. Sarah Van Duzer joined the staff to remain until her death in 1920. She and Miss Blanchard were much beloved by the blind people and were of the greatest assistance during the crowded years of their connection with the Society. Mrs. Van Duzer came to the Society to supervise the weaving, and in the minutes of June 7, 1915, is recorded this statement—"In Mrs. Van Duzer we have a woman who is instantly responsive to every demand made upon her. From her weaving department there were sent out in the year just ended

1,655 yards of rugs, with practically no complaints from customers or weavers. She also spends several afternoons each week in calling on blind people in their homes, and her approach is tactful, her sincerity evident to all."

The attitude of the five to six hundred blind of the city toward the movement in their behalf was increasingly cordial. Staunch friends and supporters developed among blind people who were in no financial need, but whose families had had little knowledge of all the special opportunities available. The goal set by the Society was to personally know every blind person and his family, and to discover all possible ways in which service could be given.

### *Change of Location*

In 1906, when quarters in Goodrich House were first made available to the Society, the Settlement had already moved its activities to the vicinity of St. Clair Avenue and East 31st Street. The beautiful building was occupied by agencies serving the public in some capacity, as the Music School Settlement, the Consumers League, and the Home Gardening Association. Minutes of the Society show that as early as 1912 there was discussion as to the need for other quarters, as the building was for sale. This topic recurred frequently and in 1916 it was decided to make a search for some place in the vicinity of Prospect Avenue and East 55th Street. A few blocks to the south stood the residence of Caesar A. Grasselli which had been built by him in 1882 and continuously occupied by the family. Miss Emilie Jungermann, an intimate friend of the family and one of the trustees of the Society, had shared her enthusiasm for the work with all the members of the Grasselli family who had been generous contributors to the Society from its inception. When their new home was in process of construction she discussed with Mr. Grasselli the predicament of the Society as to future quarters, and this led to a request by him for a conference with Miss Sherwin and Mrs. Palmer. This took place at his home on May 13, 1918, and after taking them over the house he inquired whether it might be suitable for a headquarters for the Society, saying that he would be willing to present the property to the

organization. The trustees were delighted with the prospect of a permanent location for all the activities and, in time, the transfer of the property was made. Mr. Grasselli had the house redecorated and left a good deal of needed equipment. The moving occupied some time and was made during the last weeks of 1918. It marked the end of a period of experimentation and struggle, and the beginning of greater opportunities for all the blind of Cleveland.



Grasselli House

## GRASSELLI HOUSE — 1919 - 1928

“My blindness is my sight.  
The shadows that I feared so long  
Are full of life and light.”

*Alice Cary (Blind)*

THE YEAR 1919 opened on a gay note as everyone was excited over the new home for the Society. No one was happier than Mr. Grasselli who paid frequent visits to the house to watch the transformation of his old home into an institution. He was interested in even the smallest problems, and as unexpected needs arose he was generosity itself.

Members of the Social Service Committee were tireless in their efforts to create an atmosphere of warm friendliness. The living room, the south room on the front of the house, was furnished with comfortable chairs and its open fireplace was in constant use in cold weather when clubs or other gatherings of blind people were held. The two connecting rooms on the north side were reserved for dancing and meetings, folding chairs being provided. Funds for a really good piano poured in and it was placed in the rear of the front hall. The large room at the head of the stairs was used as a club room, and the small room on the north side of the house was fitted up as a rest room for the staff. The large room next in front of it was used for several years for the weaving and other industries of blind women, while the three front rooms were used as offices.

Miss Sherwin was chairman of a House Committee of six members and she went from room to room, notebook in hand, perhaps her longest list being for the kitchen where all the essentials for serving meals to large groups had to be provided.

Grasselli House became one of the few settlements for the blind in the country, with facilities for work and play and for the cementing of friendships which were of lasting duration.

By New Years Day, 1919, a reception for all the blind was held. It was just seven years since the big “party” held in the gymnasium of Goodrich House, and by clubs and other activities, scores of blind people who had led lives of comparative isolation had become active and interested. All were told that Grasselli House was to be their second home, and they were



eager to inspect the rooms and especially to shake hands with Mr. Grasselli who had sent many beautiful flowers for the occasion. From that day the tempo of the work increased and a closer relationship developed between the staff, the volunteers, and the blind people. The possession of such a fine headquarters increased the standing of the organization in the community and among other social agencies. This was further stimulated by two receptions held Saturday evening, January 18, and Sunday afternoon, January 19. Invitations were sent to social workers, contributors, board members, and all the volunteers whose work, through the years, had been of inestimable help. Both receptions were largely attended, members of the Social Service Committee acting as hostesses.

Starting Sunday afternoon, February 2, 1919, and for the fifteen Sundays following, Grasselli House was open from two until six o'clock with entertainment and refreshments furnished. This was the beginning of the Open House occasions which were to continue for the next twenty years, although held once a month instead of weekly.

The Optimist Club members met at Grasselli House for supper and their varied activities every Friday evening, with dances once a month.

The club of the younger blind men met every Tuesday night, with glee club and orchestra practice following supper. The club for older men met every other Monday afternoon, with transportation and programs furnished by the volunteers. Members of the Social Service Committee were always on hand to read aloud, to dance, to serve suppers, to act as guides, and to give freely of their good cheer. It was a busy spring with a "Mystery Party" given for the older blind women of the West Side and another party for the "Get Together Club" at the Infirmary at Warrensville.

Meantime, the trustees were faced with sterner problems than those of recreation. After the removal of the Grasselli family the neighborhood had considered the large grounds as a public playground and a fence of some kind was much needed. Sketches of a three-foot brick wall surrounded by a wooden fence of good design were considered and, in time, materials were donated and the sum of \$700 raised for the labor. The completed

wall added greatly to the appearance, as well as the privacy, of Grasselli House. After many years the constant repairs needed on the wooden fence were such that it was removed, the brick wall still standing.

From the first, the occupation of the garage as a Broom Shop was felt to be temporary, as the space was inadequate for the growing business. During 1918 broom sales had amounted to \$35,000, with steady employment furnished to fourteen blind men—their average wage being \$15 a week.

On June 14, 1920, a meeting of the trustees was held to consider the building of a new shop which all the men agreed was was much needed. Carl N. Osborne was asked to form a committee to raise \$35,000 for a building to contain approximately 10,000 square feet, and on November 23, 1920, he reported that \$32,000 of the needed amount was already pledged. The shop operating fund of \$3,250, which had been managed since 1914 by members of a Foundation for the Blind set up for the purpose had been of great assistance and was again intact; it was added to the building fund with the consent of the donors. With the income from investments made through the years, it amounted to \$3,522.32.

The contract was let to John Gill & Sons on August 25, 1921, the agreed price for the building being \$32,500. The Broom Shop was closed, the men being paid for four and one-half days each week that they were out of work. The garage was moved to its new location on the grounds and served as a temporary shop while the new building was under construction. In 1921 the Broom Shop had been in operation for eleven years and always in unsuitable quarters. The new shop was planned with the utmost care and was equipped with power machinery. The provided space was 40 x 80 feet, two stories with a half-basement. As soon as the moving had been accomplished, the old garage was raised onto a three-foot brick foundation, the Gill Company doing this work as well as making an additional driveway.

By the terms of the will of Mrs. H. A. Sherwin, the sum of \$1,000 had been left to the Society and, with the approval of the Sherwin family, this was used for completing the inside of the recreation hall. Mrs. George Marty of the Social Service Com-



Skilled Hands at Work in the  
Sewing Department at  
Grasselli House



THOMAS DeCHANT

mittee was chairman of the committee on decorations, and a charming effect was achieved with woodwork of black, walls of lovely blue, and curtains and lamp shades a dusty pink. Each of the ecru window shades was decorated with a picture from Mother Goose. A fine dance floor was laid, and a drinking fountain and good piano were donated.

On December 14, 1921, both broom shop and recreation hall were formally dedicated. Guests were first taken through the shop where all the wheels were turning—with the blind men proudly showing their new quarters and equipment. Then the hall was crowded and was much admired, many flowers sent by Mr. Grasselli adding to the festive appearance. The president, Miss Sherwin, presided, and Mr. Grasselli made a little speech in his happiest vein. Mr. K. F. Gill, builder of the shop and recreation hall, was warmly welcomed. The glee clubs of blind men and women gave several selections, and the executive secretary, in a brief talk, expressed the feeling of the blind people and the volunteers that the building should be named Van Duzer honoring the memory of Mrs. Sarah Van Duzer. A suitable tablet had been prepared and placed by Mr. Horace Potter whose own father had been blind. Guests were served with

refreshments in Grasselli House dining room and the evening was one of the happiest occasions in the history of the Society.

Van Duzer Hall was in constant use for the following sixteen years. It was occasionally rented, for a nominal fee, to other social agencies. It was used for conventions of the blind; for annual meetings; for summer picnics; for all the parties and dances; for recitals and concerts, and for rummage sales to raise funds for camp. It was torn down in 1937 to make additional space for the broom shop, and its passing occasioned real sorrow as well as decided limitation of activities greatly needed in the Society's program of rehabilitation.

As the two connecting rooms on the first floor of Grasselli House were no longer needed for dancing, they were furnished as additional living rooms, this being made possible by a gift of \$900 made by one of the trustees, Mr. H. G. Dalton, for the purpose.

### *Employment*

Up to the end of 1919 all outside placement work had been handled by the Executive Secretary, a beginning in this work having been made in 1913. At the annual meeting, October 21, 1919, she reported that 49 blind people were employed in Cleveland factories, 76 in all having been so placed. During the labor shortage in the war years, handicapped people, if competent, were accepted in a number of Cleveland plants.

In April, 1919, a young blind man named Joseph F. Clunk was reported to the Society, and contact with him has been continuous ever since. Born in a small Ohio city, he lost the sight of one eye when he was fifteen years of age. He continued through high school and, on graduation, came to Cleveland determined to work his way through Western Reserve University and later to go to Law School. Sight in the one eye was failing, however, and at the end of his Sophomore year his oculist told him that he could never again use his vision for close work. He took up outside selling, at which he was quite successful until a severe attack of influenza sent him into Lakeside Hospital, from which he emerged totally blind. He continued selling, representing the Knapp Extract Company. He had not known of the local Society for the Blind, but soon developed a deep interest in its program,

joining the Men's Glee Club and asking for a list of blind men living in his section of the city. He made many calls, discovering blind individuals not known to the Society and inspiring them to take up Braille which he had mastered in a few lessons. With his other gifts, he was a clever mechanic and made many suggestions regarding factory work. In December, 1919, when he had been known to the Society for six months, he was offered a temporary place on the staff, as he had decided to devote his life to work for the blind. He was highly successful in placement work in the next few months, demonstrating in 30 factories and finding 67 additional processes which could be performed by the sense of touch. In a few months the number of blind in Cleveland shops had increased to 102. In August 1920, Mr. Clunk assumed his duties as the first Executive Secretary of the Youngstown Society for the Blind.

He is today a leading figure in work for the blind in the United States and Canada.

The depression of 1921, added to the need for work for the returned soldiers, creating a situation in which handicapped labor was largely discarded by the factories. In spite of every effort, the number of blind employed in outside industry declined, throwing a greater load on the so-called "sheltered workshops." Overstock of broom became common, and the working days had to be somewhat reduced. Some of the blind men did outside selling and a competition was started, with prizes presented by Herbert W. Strong. In May, 1922, the shop was closed for two weeks, the men being paid two-thirds of their average wage. However, total sales in 1923 amounted to \$58,628, and such customers as the New York Central Railroad were added to the list.

Vigorous search for additional employment was made both by the staff and volunteers. In 1922 the first refreshment stand was opened in the Morgan Lithograph Company, and with this as an example, several additional openings were secured. Five girls with adequate training in spite of their total blindness, were placed as dictaphone operators in banks and manufacturing plants. The orchestra, with its paid leader, was expanded and secured many engagements. The sixteen piano tuners were assisted by annual appeals to churches, clubs, studios, and dance



First Concession Stand, Morgan Lithograph Co., 1922

halls, as well as by paid advertisements. Many firms were contacted for patronage for the chair seating department now located in Grasselli House, and the "double caning" work for the type of chairs used in Sunday schools, clubs, colleges, and other meeting places, was publicized.

In 1924 forty blind women of Cleveland were working in their homes on materials supplied by the Ohio Commission for the Blind and under the direction of their Home Teaching staff. In addition, the following articles were being made by men and women in their homes, and under the direct supervision of the Society: hearth brushes, baskets, netted fringe, small hammocks, cord necklaces; while one woman, very nearly blind, was earning a fair amount selling orange marmalade of her own making.

For several years Mrs. H. P. Mansfield devoted a great deal of time to the problem of employment for blind people. At her own expense, she tried the experiment of making and recovering comforters. This was widely publicized and good patronage secured. It was later established at Grasselli House and contracts such as that with the Fuller Cleaning Company were secured. Mrs. Mansfield also started a "Paint Shop" for the repairing and refinishing of furniture. This was later moved to quarters controlled by the Society and did a fluctuating business

for several years. During the years 1925 to 1927 it was almost impossible to make outside placements of blind people, and so the Paint Shop was continued although work was furnished to only four or five men. The salary of the sighted superintendent and incidental expenses made the cost out of proportion to the wages earned, and the shop was closed at the end of 1927. For various reasons the comfort business also declined and had to be given up. From 1922 to 1927 Mrs. Mansfield secured openings for nine refreshment stands. She served on the Social Service Committee and the Executive Board, and showed great interest not only in the management of the Society but also in the individual problems of many blind people. The beautiful blue Chinese rug on the living room floor at Grasselli House is a lasting reminder of the interest of Mr. and Mrs. Mansfield.

The broom business continued to be difficult throughout 1927. During one month 922 dozen brooms were made, with only 353 dozen sold, and the inventory of finished brooms at the end of that month amounted to 1,291 dozen. Prison-made brooms were flooding the market, although the Hawes-Cooper bill before Congress was designed to limit such sales—this bill later became a law. Equipment added to the broom shop during this period were the electric elevator which was installed at a cost of \$2,500, and a much-needed incinerator which cost \$383.

### *Staff Changes*

The first superintendent of the broom shop was Frank Burlingame, a fine totally blind man of middle age. On account of failing health he was made the assistant to a sighted superintendent and later resigned. Several men unsuited to the position were tried until August 1920 when the present superintendent, Thomas DeChant, was secured. He had attended the Ohio School for the Blind where he specialized in broom and basket making and so was eminently fitted for the position in Cleveland. He had a small amount of useful vision which has not declined through the years. His deep interest, patience, and skill have served to stabilize this department, and his fine Christian character has made him an example to all who have worked with him and under him.



Mrs. Karl J. Bishop and Mrs. Frank Jacobs, Charter Members of the West Side Committee



Mrs. Galen Miller and Mrs. Charles B. Gleason, Junior League Volunteers, Coordinate Spring Sale

The same year, 1920, Mrs. Sarah Van Duzer passed away and her loss was a severe one as she had developed into a versatile worker, giving her time and energy without stint. In April, 1922, Mabel J. Winsworth joined the small staff and her preparation and experience had fitted her for all the diversified demands made upon her. Her training had been in case work and home economics, and she was endowed with a happy disposition and robust health. Much later she was to become the Executive Secretary of the Society.

The following year, 1923, a young girl, Helen Reznik, came into the office as stenographer, her first position, and speedily made herself a place in the affections of the blind people, the staff, and the volunteers.

Grace Emerson came to the Society in March 1924 as Home Teacher for blind men and women. No one on the staff has ever cared more deeply for the blind nor been happier in her connection with them. Her position with an organization for the blind in Brooklyn, New York, had given her very valuable experience and the Society was most fortunate to obtain her services.



This quartette of workers is still with the organization in 1943, and it is impossible to estimate their value to the movement. Other staff members came and went, most of them making a real contribution, while a few were unsuited to social work with its need for understanding and sympathy.

### *Additional Committees for Social Service*

Up to 1922 the Social Service Committee, formed at the organization of the Society, had been the only group of volunteers whose efforts were devoted to the study and solution of the personal problems of the blind. Working under the direction of the Executive Secretary, a remarkable esprit de corps developed, the results of which were felt in every activity of the organization. Up to 1943 this committee has had over 140 members, almost without exception women with unusual qualifications for the work. Only one of the original committee is still interested, although not now active. Miss Emilie Jungermann's name appears on the first little folder issued by the Society, and her contribution all through the years is beyond estimate. As an early Chairman of the Social Service Committee; as a member, for many years, of the Executive Board, and as a trustee, her judgment, tireless effort, and constant generosity have set a pattern for all the volunteers. Returns to the women of the committee were continuous and deeply appreciated by them. The friendship of many fine blind people and the inspiration gained from their courage, the sense of achievement over some accomplished result—all contributed to their satisfaction.

With the move into Grasselli House the Society expanded in every way and in 1922 Mrs. K. J. Bishop, a Lakewood member of the Social Service Committee, decided that the time was ripe for the formation of a separate committee to serve the interests of the blind in that section. Mrs. Bishop was the chairman of the new committee and their first project was the formation of a club for older blind people similar to the one which met bi-monthly at Grasselli House. In time the women of the committee came to know all the blind in Lakewood and through the years have shared their joys and sorrows, and helped them toward their goal of normal living.

Late in 1923 a group of colored women formed a committee to assist the colored blind of the city. They were all members of the missionary societies of a number of colored churches of several denominations and they realized that in assisting the blind they were doing real missionary work which was greatly needed. Their meetings were held in the offices of the Negro Welfare Association, whose Director, Wm. H. Connors, took a deep and lasting interest in the project. A member of the staff of the Society always met with the group to furnish information as wanted and, possibly, inspiration as needed. Social affairs were held in the various churches, summer picnics arranged, and much clothing solicited and distributed. Each member of the committee had her assignment of blind people on whom to call. Development of this work will be described in a later section of this report.

Mrs. Gus Bamberger was for years a trustee of the Western Pennsylvania Association for the Blind in Pittsburgh and one of their most active workers. On her removal to Cleveland, she called at the office of the Society and suggested the formation of a committee to work with and for the Jewish blind of the city. The first meeting was held at her home in December 1923, and results from that small beginning were of great importance to the Society. Case work was the primary interest of the committee members, with distribution of blind-made merchandise a close second. Products of Cleveland homeworkers were at that time sent to the Ohio Commission in Columbus and were there, with similar articles from all over the state, inspected and then shipped to five cities where permanent sales counters were maintained. Outlets in addition to those in the five stores were urgently needed and in May 1922 a small group of Jewish women had conducted a sale in the Chrystal Market where the receipts amounted to \$266. Under Mrs. Bamberger's leadership, the new committee became very active, assisting their blind "clients" in every way. They also stimulated the sales at the Higbee counter and took practical charge of the annual sales which that firm generously permitted to be held on the first floor. As a result of all the efforts total sales in Cleveland far exceeded those in the four other cities of Ohio and a larger income was thus assured to the blind workers.

On February 11, 1924, the West Side Committee was formed, with Mrs. Frank Midnight as chairman and with practically the same objectives as the other four groups. Mrs. Midnight had been a most effective volunteer for many years and drawing on her experience, directed the personal service and recreation with great spirit and skill. She opened her large home many times for social affairs at which there was always much merriment. The committee members were more than advisors of the blind; they did much actual work in the homes where there was sickness or other need. This committee was active until it was merged with the Lakewood Committee in 1939 and the present Westlake Committee was organized.

### *Recreation*

"If I have to be blind, I certainly am glad that I live in Cleveland," was the exclamation of a blind woman at the close of an exceptionally happy party in Van Duzer Hall. Miss Eleanor Flinn had been present to teach a new dance, and a grand march to stirring music had put every person, dancers and spectators, onto the floor. Active participation in all the recreations of sighted people was a goal set by many blind people for themselves, and swimming and rowing, when possible, were popular in summer. Picnics with races, a tug-of-war, and jumping contests were eagerly anticipated and all this suggested a camp for the blind similar to several in the east. Through the friendship of Mrs. Mansfield with the Van Sweringen brothers, a location on the corner of S.O.M. Center and Jackson Roads was loaned to the Society. The house had wide porches and sleeping accommodations for a dozen blind guests. Funds for operating the camp were raised in several ways. Mrs. K. F. Gill opened her house, gardens, and pool for a "Garden Vaudeville" which was held all afternoon and evening of a perfect June day. Scattered through the house and grounds were blind people at their regular work; one man seating chairs, another operating a loom, a basket maker, and in the house one of the pianos undergoing continual tuning and repairs. Professional swimmers and divers gave exhibitions in the pool, while music was furnished by blind musicians. The pink roses sur-

rounding the pool were reflected in its blue water and the scene day and evening, was a gay one. Through the generosity of Mrs. Mansfield a film of the occasion was made and presented to the Society, good use of it having been made all through the years. An entrance fee of \$1 was charged and refreshments were sold on the terrace; in all, the sum of \$2,000 was raised for the camp.

The Optimist Club donated the proceeds of its annual play to the camp fund, and all of the volunteers assisted in assembling the needed furnishings. The camp was opened on July 12, 1927, and closed after Labor Day. It was a strenuous summer for the volunteers and a happy one for the blind people whose week at camp gave them a lift out of monotony, often cramped surroundings, and summer days unrelieved by any gayety. The place was unsuited for such a purpose, but deep gratitude was expressed to Mrs. Mansfield and the Messrs. Van Swearingen, as the experiment was a marked success and pointed the way to a permanent camp.

Edward T. Flinn made a long-continued contribution to the recreational program of the Society. In the spring of 1923 he arranged a combined musical and dance at Wade park Manor and this was eagerly anticipated each year. Many blind persons, unable to come by street car, were brought in cars of volunteers and of the residents of the Manor. A fine program was rendered especially designed for those who did not dance and all this talent was donated, as were the services of the dance orchestra. The Manor provided refreshments. Mr. George Schneider, a long-time manager of the Manor, has had the welfare of the blind much on his heart for many years, and is today, 1943, a member of the Society. Up to his death Mr. Flinn rarely missed a dance of the Society and was able to teach dancing to a great many blind men and women, to their lasting pleasure.

Distribution of Symphony, Singers Club, and Grand Opera tickets was continued each year, every effort being made to extend these privileges to people newly-blinded.

What of the attitude of the blind people? Were they always on the receiving end? The clubs of blind people asked for names of indigent blind families at Christmas and Thanksgiving, and many baskets of food and other gifts were donated. The glee

clubs gave their services at such places as the City Hospital and the Infirmary at Warrensville. Flowers were sent to the sick blind, donations made to the Red Cross, and a sizable contribution was made to the Symphony Orchestra Association in recognition of the many concerts enjoyed.

### *Conservation of Vision*

Following satisfactory results from a "Save Your Sight Day" in St. Louis, the Cleveland Society made plans for a similar effort. The general committee consisted of Herbert W. Strong, President, and Mrs. Palmer, Executive Secretary of the Society, with C. A. Grasselli, Miss Prudence Sherwin, Mrs. Gus Bamberger, and Dr. W. E. Bruner. The National Society for the Prevention of Blindness agreed to send posters and other printed matter, and the cooperation of the hospitals and leading oculists was guaranteed. The widest publicity was given to the opportunity for free testing of sight and the date set was January 15, 1925, clinics being held in sixteen of the largest hospitals of the city. The Society assigned to each hospital as many volunteers as were requested, and blanks to be executed were supplied. No treatments were given but each patient was informed as to his eye condition. Examinations totaling 1,835 were made with over 1,200 persons needing refraction only, the balance being in need of treatment. Cards with name and addresses of 210 persons who could not wait for examination were turned in and later followed up. Over 300 other persons were turned away without their names being secured. The committee sent letters to the 635 persons whose eyes needed treatment, advising them to get in touch with a reputable oculist, or, in case they were unable to pay, to attend one of the free eye clinics, addresses of which were given. One of the results of this effort was that quite a number of new names were added to the Society's register, the persons reporting having been ignorant of an organization devoted to their interests.

In March 1928 a "Sight Conservation Week" was arranged, the National Society for the Prevention of Blindness again cooperating. A sale of blind-made articles was held at the Higbee Company during the same week and the two efforts were mutu-

ally helpful, publicity carrying advertising for both. Displays on the Cleveland Trust Company corner and in the lobby of the Union Trust Company attracted great attention. Regular eye clinics were crowded by persons needing attention, and in one instance periods for examination were permanently extended to six instead of three days a week. The sale of blind-made merchandise proved to be 59 per cent greater than that of the preceding year.

### *Extension*

The Cleveland work for the blind was becoming well known over the country and the Society was asked to be host to the 1925 convention of the American Association of Workers for the Blind. These meetings were held every two years, and locations were selected to suit the convenience of those wishing to attend. Thus the 1917 meeting was held in Portland, Maine; that in 1919 in Toronto, and in 1921 in Vinton, Iowa. Accommodations had usually been found in residential schools, and Cleveland made an effort to secure the Western Reserve University campus for lodgings and meetings. This was impossible on account of summer school, but the buildings of Hudson Academy were available and provided a quiet, beautiful place for meetings of such a character. The convention opened on Monday evening, June 22, 1925, with the president, Robert B. Irwin, presiding. The gathering was a notable one, with leaders in the work from all parts of the country participating in the program. Staff and volunteers of the Society arranged for a reception, music being provided by the Criterion Orchestra of Grasselli House. A great deal of motor service was provided through the week and a fine dinner was served at Grasselli House for all the delegates who, by that time, were on their way home.

In the autumn of 1925 the Buffalo Association for the Blind requested advice from Cleveland on the revision of their program and suggested that the Executive Secretary spend some time in their city. Buffalo had organized its work for the blind about the same time as Cleveland, but had never had competent leadership although its volunteer service was beyond criticism. After several days spent in studying the situation, attending meetings and interviewing those interested in the work, a report

and recommendations were made at a luncheon meeting held for the purpose. There were many things to commend, and some features which Cleveland desired, but did not as yet possess. Among the recommendations was one that the Association secure the services of an executive who had had the advantage of case work training. In a few months a Buffalo woman was appointed and the suggestion was made that the new worker come to Cleveland, see the clubs in action, and attend the Executive Committee and other meetings. This plan was carried out, the experience being mutually helpful and bringing much pleasure and lasting friendships.

During the spring of 1926 the American Foundation for the Blind requested the services of the Executive Secretary for the purpose of making a survey of work for the blind in the state of Missouri, particularly in St. Louis. The Community Council of St. Louis assumed all expenses and its Director, Elwood Street, was most interested and helpful. Mr. Irwin joined Mrs. Palmer for the first few days and a plan was mapped out. He went on to the west coast, returning to work on the final report. It was July and St. Louis at its hottest, but the experience was one of absorbing interest and the cooperation from all sources was most gratifying. Mrs. Palmer spent two days in Kansas City and submitted various suggestions to the Community Fund Council of that city. So many changes in the St. Louis situation seemed advisable that the final report consisted largely of a detailed description of what work for the blind in a large city could and should be, rather than much discussion of their existing program.

### *The American Foundation for the Blind*

The need for an organization to carry on research as to ways of improving and expanding services for the blind had been under discussion for several years. At the biennial conference of the American Association of Workers for the Blind held at Vinton, Iowa, in 1921, suggestions for the activities of such an organization included the maintenance of an Information Bureau, a Clearing House, and the promotion of much needed legislation.

During the following year leaders and supporters of work for

the blind in all parts of the country made possible the creation of such an organization, and Robert B. Irwin of Cleveland was offered the position of Director of Research. After six years he became the Executive Director. The scope of the organization was described as follows: "The American Foundation for the Blind is a national agency, the purpose of which is to promote increasingly and uncompromisingly the interests of the blind throughout the country, in close cooperation with all local organizations."

Mr. Irwin was already a national figure, his outstanding success in public school work having placed him among the leaders in this movement. Braille classes in Cleveland having started in 1909 with eight pupils had an enrollment in 1922 of 46 children, five of whom were in high school. Enrollment in the Sight Saving Classes organized in Cleveland in 1913 had increased at a much greater rate. During the last ten years of Mr. Irwin's stay in Cleveland, he had inaugurated such classes in ten Ohio cities and given initial supervision in many of them.

The Howe Publishing Society which he had founded began the publication of books in large type for the use of the Sight Saving classes and, after a few years, this work was transferred to the Clear Type Publishing Committee of New Jersey, of which he is the president.

As long as Mr. Irwin was in Cleveland he served on the Executive Board of The Cleveland Society for the Blind, sharing its problems, rejoicing in any successes, and his place at the counsel table can never be filled. He left for his greater opportunity the end of January 1923.

### *Merger of the Howe Publishing Society With the Cleveland Society*

The Howe Publishing Society for the Blind, which was organized as the Samuel Gridley Howe Club in 1910, had continued to produce Braille books which were sold to the Cleveland Public Library and to collections elsewhere. It also issued a monthly magazine for the blind children of Cleveland. The modest budget was at first met by private contributions which, in time, were augmented by income from the Ellen Garretson Wade Fund and the John Huntington Fund. For several years



the organization was also one of the agencies participating in the Community Fund. In time questions were raised as to the desirability of two societies for the blind in the same city, and a merger was suggested. On October 28, 1926, the Executive Board of the Cleveland Society voted approval with the understanding that there should be one management and one budget. The long-time supporters of the Howe Publishing Society sanctioned the merger, inasmuch as the development of two-side printing had rendered their equipment obsolete. With the press work discontinued, greater emphasis was put on the hand-transcribing which had been a part of their program for several years.

In the Spring of 1918 Harold T. Clark became interested in the possibility of hand-transcribing of Braille for special use in the re-education of men blinded in the World War. He cooperated with Mrs. Gertrude T. Rider, then in charge of the Reading Room for the Blind of the Library of Congress, who was also Directing Librarian of the Red Cross Institute for the Blind, and with Robert B. Irwin, who was then in charge of work for the blind in the Cleveland Public Schools, in working out a plan which was printed here and circulated throughout the United States. This plan, "made in Cleveland," led to the creation of various groups of hand transcribers in different parts of the country, many of which still exist. In time this work was taken over by the Red Cross as part of its national program. Income of about \$300 a year from the Huntington Fund was transferred to the Red Cross, while that from the Wade Fund was discontinued.

During the last full year of its separate existence, the activities of the Howe Publishing Society were as follows:

Pages of Braille reading material embossed, 5,252.

Volumes sold at cost of printing and binding, 373.

Monthly magazine sent free to blind children of Cleveland.

In cooperation with American Red Cross, instruction given to class of 16 volunteer transcribers.

Supervision of work of 22 certified volunteer transcribers who produced 7,584 pages, 18 books, containing 96 volumes for the Library for the Blind in Cleveland.

## *The Passing of C. A. Grasselli*

On July 28, 1927, The Cleveland Society for the Blind and the entire community sustained a severe loss in the death of Caesar A. Grasselli. He came to Cleveland as a young man, and his long life had been principally devoted to the building of one of the great industries of the country. His nature was a rare blend of child-like faith in the goodness of his fellow-men, exceptional sagacity in business, and deep religious feeling. His right and left hands held no communication, and his generosity, not only to causes but to individuals, was unceasing. His connection with the Society brought far greater opportunities to the blind and also furnished them with an ideal which will always be cherished.

“So when a great man dies,  
For years beyond our ken,  
The light he leaves behind him lies  
Upon the paths of men.”

*Henry W. Longfellow on the death  
of Charles Sumner.*

## LIGHTS AND SHADOWS — 1928 - 1935

“Shadow and sun—so too our lives are made,  
Here learn how great the sun, how small the shade.”

*Richard LeGallienne.*

### *Highbrook Lodge*

EFFECTS ON THE BLIND people of their happy days in the country during the summer of 1927 were so marked that in the spring of 1928 serious consideration was given to the establishment of a permanent camp. Miss Sherwin and Mrs. Palmer inspected a property which was just then on the market. The location was five miles south of Chardon on a little traveled road, and the twenty-three acres extended up a hill and through an unbroken woods. The violets were thick on the banks of a busy little stream, the trees and flowering shrubs were showing their new green, and a deep tranquility pervaded the whole place. It had been used as a camp for children and the old house had been enlarged and two cottages added. Conditions seemed ideal for the restoration of tired bodies and depressed spirits, and through the generosity of Miss Prudence Sherwin and the Misses Josephine and Ida Grasselli, the place was presented to the Society. Charles B. Gleason, president of the Society at the time, made a liberal contribution for the needed alterations.

Followed busy and happy weeks for the volunteers, and the camp, named “Highbrook Lodge” by Miss Sherwin, was opened with a grand picnic on Saturday, June 28, 1928. The Past Masters Association of the Masons had arranged many dances and other affairs for the blind, and they were of great assistance on the opening day, furnishing ice cream and much of the transportation.

Members of the Optimist Club were the first guests as they had shown great interest in the project, raising funds in several ways. The precedent of having them go first to camp has always been followed.

The volunteers decided that cast-off furniture of many designs would not be used, and all equipment was new and well-suited to the place and its needs. The list of contributions is far too long to be given here, but everything from lawn swings to

kitchen utensils, from comfortable beds to a radio set, appeared as if by magic. Through the interest of James H. Rogers, a beautiful Baldwin parlor grand piano had been presented to Grasselli House and so the good upright was placed in the large living room at camp. In addition to the living room, the first floor contains a dining room large enough to seat thirty persons, kitchen, screened kitchen porch, bed room for the camp director, two bath rooms, and across the back of the house a dormitory with accommodations for nine persons. A wide screened porch, the length of the living room, was the popular gathering place when the weather was too cold to permit use of the lawn. The second floor of the house was reserved for the helpers. The two cottages each contained twelve beds for the campers.

Exploration of their "estate" always brought the keenest pleasure to the blind guests. Guiding wires on three-foot posts were strung from the house up the hill and through the woods to the limit of the property. Men and women who, since blindness, had never ventured out alone, could take long walks, resting on conveniently placed benches and listening to the birds and the wind in the trees. The mighty forest trees were of great



First Main Lodge at Highbrook Lodge

interest with the surprising circumference of their trunks; an old apple orchard contained over one hundred trees, while in the rear of the house was an orchard of pear trees. Large tracts were covered with blackberry bushes and, tin pails hung over their left arms, the campers loved to pick the berries which later appeared in delicious pies. One of the chief delights was the song birds, while distant cow bells added to the impression of real country. Picnic tables beside the brook were used several times for each group, and after lunch there was always singing. The camp period was at first for two weeks which was shortened to ten days and finally to one week, in order that more blind people might have a turn. Volunteer motor service was used to transport the guests, and members of the committees gave their assistance in countless ways. All through the summer a member of the regular staff of the Society was in residence and not the least advantage of this arrangement was the opportunity for increased acquaintance with the blind people and their many problems. On long walks through the woods and unhurried visits on the lawn, discussion of the adjustment of blind people to normal living was possible, and strong, valiant spirits among the group were shown the help they could give to those who were timid or discouraged. Among the women, most of whom were homemakers, there was a great interest in learning the preparation of unaccustomed food. In short, each camp period became a forum for the interchange of ideas, all of which carried over to their lives in the city.

A year after the camp was opened, Mrs. Gus Bamberger made a contribution to cover the cost of a recreation hall and the painting of all the buildings. A piano and victrola were presented for the new building which was named Friendly Hall. Several years later Miss Emilie Jungermann, one of the founders of the Society, gave the money to build another dormitory, called the Emilie Cottage. An important addition was made possible through a contribution made by Irving Stotter. Not far from the main house and half way down the hill, a solarium was built and daily sun baths were possible for all who needed them. A large platform was surrounded by a ten-foot wall having ground glass panels screening the cots from observation. The fourth side of the platform was connected with a small building

where the cots were placed when not in use. This provision for hastening the recovery of people who are physically and nervously depleted has been greatly appreciated. The name over its door is STOTTER SOLARIUM. Miss Josephine Grasselli, recognizing the need for an additional bathroom in the main house, offered to meet this expense and also for certain alterations on the first floor. As the house was old, some repairs were needed from time to time.

A fireplace for outdoor cooking was built, the campers carrying or dragging the stones from even the most distant parts of the grounds. Recreational activities were too numerous to recount, but almost without exception the blind people wished to return and this was not always possible as first choice was reserved for the newly blinded. During the summer season of 1942, 237 blind people spent a period at Highbrook Lodge. "I have not laughed so much in a year" was often heard as goodbyes were said, and one man, blinded at thirty-eight years of age, said at the end of his first experience at camp, "Well, now I know that it is not so terrible to be blind."

### *The Formation of the Junior Committee*

In 1929 Mrs. A. A. Stearns, a Social Service Committee member possessed of energy and vision, suggested that a committee be formed to include the young daughters of the members and some of their friends. She discussed this idea with Mrs. John B. Dempsey, who consented to get such a group together, and in time a committee of fourteen young women was formed, Mrs. Dempsey acting as chairman. Their first interest was the promotion of the various activities of the Society and from the beginning they stimulated the store and other sales of blind-made articles. They were most helpful in supplying needed clothing, especially in families where there were children. The current problems of the Society were presented to them at their monthly meetings, and assistance and suggestions were always forthcoming. Motor service was given as needed, and they were of the greatest help in the matter of transportation to camp. They practically took charge of the dramatic performances put on by the Optimist Club, selecting the plays and, in one instance, contributing a

play written for the occasion by Mrs. Dempsey. The scenery, costuming, and publicity were all arranged by members of this committee whose youth and enthusiasm were like a fresh breeze blowing through all parts of the Society's program.

### *Manufacturing and Marketing — Problems of Finance*

The voluminous minutes of the Executive Board during the period 1928 to 1935 reveal only in part the problems which arose in every department of the work. Most difficult of solution was the employment of the able-bodied blind. "Sales of brooms alarmingly low" appeared in the minutes of January 1928. That spring the suggestion was made that the Boy Scouts might distribute a good many house brooms, and in June a campaign was held with a total of 13,870 orders turned in. The publicity following this campaign stimulated the sale of all grades of brooms and so kept the shop busy during the otherwise slack summer months. The project would have failed without the generous co-operation of the Retail Merchants Board which undertook the



Boy Scouts Aid Society Broom Sale

delivery of the brooms and the collection of the money due. Up to 1943 a similar campaign has been put on each year, the greatest number of brooms sold being in 1942, when the total was nearly 28,000.

As it was an established policy to sell brooms to their ultimate users rather than to jobbers or chain stores, the depression affected, increasingly, the largest consumers—the factories. Sales declined from a total of \$71,007 in 1926 to \$49,000 in 1931. Yet in the latter year 19 blind men earned an average of \$18 a week and were employed 82 per cent of the possible working days. In 1933 the shop operated only enough to fill orders, and the treasurer stated “We can only work from day to day in the present situation.” The broom shop was closed for one week in March, and by July the inventory showed only 88 dozen brooms in stock.

During 1933 sales in the Grasselli House Industries Department totalled \$5,900, more than one-third of this amount being paid to the blind workers. However, cost of sighted supervision was much higher than the wages paid to the blind workers, and this was a continuing problem, duplicated elsewhere.

Sales in three downtown stores and in numerous clubs, churches, and near-by cities were all arranged and carried through by volunteers. The women of the Council Committee, under the able leadership of Mrs. J. B. Wise, not only secured most of the places for such sales, but worked early and late, unpacking the stock, serving continuously as sales ladies and packing the stock at the close of the sale. Members of the Junior Committee were particularly resourceful on the publicity and cooperated with other committees in the selling. Sales in this department for 1934 amounted to \$6,900.

As early as March 1928, the Welfare Federation summoned officers and trustees of Federated agencies to a meeting at which possible savings on budgets were discussed. The outlook was gloomy and was to grow darker for the six years following. The officers of the Society for the Blind gave a great deal of time and thought to the study of possible retrenchments, the staff was reduced, and repeated cuts made in salaries of those remaining. In 1931 the Welfare Federation asked for a report as to how an additional 15 per cent could be saved on the 1932 budget. As a



result of measures adopted, the president was able to report at the annual meeting in February 1933 that the operating deficit for 1932 had been only \$4,105, instead of the \$8,000 to \$10,000 which had been feared. Discounts were not taken on account of lack of funds, monies from our investments were used to pay salaries and other expenses, these being later restored, and all through the year liquid assets were steadily depleted in order that all bills might be paid. At the close of the year 1932, the president stressed the fact that during the year when many concerns had to go out of business, less than \$100 had been charged to bad debts out of the total broom shop income of over \$48,000. The sale of 27 shares of American Telephone and Telegraph was authorized by the Executive Board, the amount received, \$2,570.27, to be deposited in the Cleveland Trust Company under the caption "Free Balance" and was to be used for running expenses but only to the amount of the Welfare Federation allotment which had not been received.

Announcement was made of a bequest to the Society from the estate of Mary T. Savage, the first payment amounting to \$10,000 which took care of the deficit for 1931 and left a balance to carry over into the following year. By April 1934 the treasurer Mr. Miller, reported that business was increasing, brooms manufactured the preceding month amounted to 428 dozen, with sales of 407 dozen. That month current income was \$6,576, with expenditures of \$6,399.

At the close of 1934 it was reported that the requested amount —\$17,850— from the Welfare Federation, could not be granted in view of the failure of the Welfare Levy to pass. The amount for 1935 was finally fixed at \$12,470. The newly-elected president, Mr. Miller, said "During 1934 the tide of recession turned," and having weathered the storm thus far, the Society felt much encouraged as to its future.

### *Additional Employment*

The first refreshment stand was opened by the Society in the Morgan Lithograph Company in 1922. Vigorous search was then made for similar opportunities, as they provided employ-

ment for men who were not artisans and who were capable of making a good approach to the public. Factories, public buildings, and hospitals were canvassed, and at the meeting of the Executive Board in March 1928 it was reported that such stands were located in eleven factories and one hospital—Mt. Sinai. Through the efforts of the American Foundation for the Blind, legislation was secured permitting vending stands in Federal buildings and, in time, a young totally blind man was placed in the Federal Building, the former Post Office.

Five blind dictaphone operators had enjoyed steady employment for several years until the closing of two banks and one manufacturing plant and the removal from the city of another plant, caused the loss of four of the positions. Unremitting search was made for work for these well-trained and highly capable girls, but with no success, as during depression office procedure was re-arranged and handicapped persons were not hired. Two of the four girls took up massage, one was employed by the Ohio Commission for the Blind in Columbus, and the fourth is doing handwork at home. The fifth operator is still on her original position.

A few of the factory and other placements made by the Society were still available by 1932, when the following report was given at the annual meeting in February.

Wages paid during 1931 by the Society direct . . .	\$24,139.00
Earned in positions secured by the Society . . .	18,309.21
Estimated earnings of 13 stand operators . . .	10,750.00
<hr/>	
Total . . . . .	\$53,198.21

The list of miscellaneous employment is long and included lawyers, insurance agents, salesmen, and a blind couple whose canaries were given the blue ribbon year after year.

### *Death of Helen J. Coffin*

The Day School Department and work for the blind over the entire country suffered a severe loss in the death, on November 17, 1935, of Helen J. Coffin. She had come to Cleveland in 1917 to fill the newly-created position of vocational guidance

teacher under the supervisor, Robert B. Irwin. When he left Cleveland in 1923 to become research director of The American Foundation for the Blind, Miss Coffin was appointed to his position, which she held to the time of her death.

Adequately prepared by temperament and training, she devoted her tireless energy to the development of the work to which she had dedicated her life. She was active in civic affairs, and was a valued member of the Executive Board of the Cleveland Society for the Blind. Of her Mr. Irwin said "Her sterling loyalty to the people and the principles that she believed in, is seldom met with these days."

### *Various Activities of Benefit to Cleveland Blind*

The American Foundation for the Blind is a National Organization which, through extensive research, has developed ways and means of enriching the lives of all blind people. Among them are the following:

Concessions by which a sightless person and his guide may travel for one fare on trains or other common carriers.

Federal legislation which authorizes an annual expenditure of \$500,000 for books other than school books; \$400,000 to be used for Talking Books and Talking Book machines, and \$100,000 for books in raised characters. All books are deposited with the 27 regional libraries, including the Cleveland Public Library.

Establishment of a fund from which scholarships are awarded to deserving blind students, several of whom have been Cleveland young people.

Publication in ink print and Braille of "The Outlook for the Blind," a magazine of great interest and importance both to the blind and the sighted people who work in their behalf.

Production of hunting case watches, faces of which are marked with Braille characters.

Promotion of legislation permitting vending stands in Federal buildings.

Extension of the Social Security Act to include blind relief, the Government now providing three-sixths of the total amount with the condition that the State carry one-sixth and the County

the remaining two-sixths, the combined amounts not to exceed \$40 a month to any one individual.

Increase of Federal funds for Vocational Rehabilitation from an annual grant of \$1,000,000 to whatever is necessary, part of this to be used for the blind.

Promotion of the Wagner-O'Day Act of 1938 by which the Federal Government is required to purchase its supplies of brooms, mops and other suitable commodities, from the work shops for the blind.

Organization of an affiliated agency known as "The National Industries for the Blind" which allots Government orders for blind-made products to the various shops over the country, this including the Cleveland shops.

### *Summer Session for Workers With the Adult Blind*

In 1942, at the request of the American Association of Workers for the Blind, the Foundation sponsored at Western Reserve University in Cleveland, a summer training course for home teachers and other workers with the adult blind. The curriculum included the fundamentals of educational psychology, of social case work, social welfare organizations, causes of blindness and their social effects, and the history and philosophy of work with the blind.

This was the most extensive program of professional education which had ever been offered on a summer session basis. The first group numbered 21 students from 14 states, the majority of whom had had from five to twenty years experience in work for the Blind. The local Society for the Blind cooperated with the Foundation in providing special facilities for the blind members of the group, including volunteer reading service, more than fifty women having contributed to this effort. The Society also arranged special recreational and observation trips, and it is hoped that such summer sessions will be continued as long as there is sufficient demand for them.

The relationship between the Foundation and the Cleveland Society has always been a close one, as the need for a central bureau for research and information had been increasingly apparent for years. Mr. Irwin's many friends in Cleveland watched

the development of the Foundation program with interest and also cooperation, as needed. Miss Prudence Sherwin, for thirty-three years either President or Vice-President of the Cleveland Society, served the Foundation as trustee from its inception to the time of her death in 1938, part of this time acting also as Vice-President and Chairman of the Budget Committee. Harold T. Clark, a trustee of the Cleveland Society, was appointed as trustee of the Foundation in Miss Sherwin's place.

The Executive Secretary of the Society served as a member of the Vocational Advisory Committee of the Foundation for many years.

### *Day School Classes*

The Day School classes in the public schools at the opening of this period remained unchanged in pupil enrollment in spite of some decrease in total school population. In 1935 the number rose to a high of 41, one more than in 1925. After 19 years this work had become so essential a part of the public school work that, even though one of the newer additions to public education, it was maintained throughout the trying years of the depression. Moreover the services of this department were continued except for minor retrenchments consistent with such changes and economies sustained in the work for normal children.

Some evaluation of this method of education could now be made. There was gratifying evidence of the contention that the blind child receiving his education in his own community derived definite benefits. It was seen that not only did the child come to know this community but the community became aware of the possibilities of the blind individual and its responsibility for placement of these boys and girls after education was completed. This local interest fostered higher education for gifted pupils during this period both by financial aid and by supporting their entering previously untried fields. Moreover the experience and friendship in public day school was a strong factor in later successful placements. For those whose lesser talents made outside placement impossible, the home ties and community responsibility, unbroken by periods of absence from

home, gave family security and happier social adjustment in community life.

### *Department for the Blind in the Cleveland Public Library*

Among the many hundreds of libraries in the United States, only twenty-seven have departments devoted to the reading needs of the blind. A large, cheery room in the Cleveland library is presided over by Mrs. Charles Roberts who is eager to be of service to all who come for advice or suggestions. Prior to 1930, all collections of books in raised characters were small, as the cost of producing them was almost prohibitive. By an act of Congress approved in March 1931, the project "Books for the Adult Blind" provided that \$100,000 be appropriated each year. These accessions injected new life into the Cleveland department and created great interest among all the blind who read tactile print.

After periods of experimentation by the American Foundation for the Blind, the so-called "Talking Books" were perfected and proved the greatest boon to the large numbers of people who were unable to learn to read with their fingers. Probably less than 20 per cent of all the blind can make any satisfactory use of raised type and so an approach through the ear was substituted for touch reading. Again Federal funds were generously allocated, this time to the making of Talking Books and the sum of \$400,000 is now available each year for them.

The Cleveland collection of books in tactile print was 24,909 in 1942, while the volumes on the Talking Book records numbered 7,477.

The addition of hundreds of hand-transcribed books made by volunteers has provided material especially needed by students and also many books of general interest.

### *The Board of County Commissioners*

The so-called "Blind Pension Act" in Ohio, having been declared unconstitutional in 1904, was re-enacted in 1907 and was in effect continuously up to the passage of the Social Security Act in 1935. The Boards of County Commissioners were charged

with the administration, but as the law was permissive and not mandatory, some of the poorer counties of the state failed to levy the necessary taxes and indigent blind people had no financial relief.

Regular conferences between the County Relief visitors and those of the Society for the Blind are of mutual help in solving the many problems presented.

In 1915 the Cuyahoga County commissioners sought the aid of a committee of two volunteers to pass upon each application and decide on the amount of financial relief needed. Miss Prudence Sherwin, President at the time, and Robert B. Irwin, member of the Executive Board of the Cleveland Society for the Blind, served on this committee for several years, going very carefully into all the factors in each case. By 1917 the volume of work indicated the need for a full-time worker and Mrs. Edith McHenry was appointed and paid by the commissioners. She served in the capacity of investigator until her retirement in 1936 and during those years had constant access to the case work records of the Society. In September, 1941, a new policy regarding blind relief was established and its administration assumed by the Cuyahoga County Relief Bureau, which not only made the investigations but took over all needed case work. This left to the Cleveland Society for the Blind the responsibility for providing suitable employment, recreation, and home teaching, together with whatever case work is needed by the large majority of the blind people who are not recipients of public aid.

### *The Retail Merchants Board*

The Retail Merchants Board of the Cleveland Chamber of Commerce has given invaluable assistance to the Society for the Blind. In 1928, when the lay-off of workers in the broom shop seemed unavoidable, the Executive Secretary visited a city of size comparable with Cleveland. She learned of a recent campaign where the salesmen were members of Boy Scout troops of the city. Sales were unexpectedly large but no arrangement for deliveries had been made. Volunteers with private cars were doing their utmost, but it was many months before the last brooms were delivered. Before launching a similar campaign in Cleveland, the Retail Merchants Board was approached and,

after consideration, agreed to making the deliveries and collecting the money due, as the laws of the Scout organization forbade the boys from doing more than soliciting the orders. Collections were even more difficult than deliveries and up to three calls were made to secure the money for, perhaps, only one broom. The campaigns have become annual events and the resulting employment has been a saving factor in the lives of many blind men.

Four of the largest retail stores have granted first floor space for one week each year for the sale of merchandise made in the homes of the workers or in Grasselli House shops. Free deliveries of purchases, charging of articles, and clerical assistance in making out sales slips, have all been donated in the effort to make each sale an outstanding success. Window displays have attracted crowds and the daily newspaper advertising has included mention of the special sales. The Vice-President of one of the stores said that even the delivery men caught the enthusiasm and were eager to do their part. The stores have gone all the way toward helping blind men and women to become self-supporting.

### *The Cleveland Railway Company*

The many activities of the Cleveland Society for the Blind had, through the years, stimulated blind people to participation in normal work and play, and many of them learned to go about alone. Without suggestion from the Society, the Railway Company established a rule that cars should stop any place for a blind passenger. Dark glasses or a white cane indicated the need for special consideration and for many years this was accorded to blind people unaccompanied by a guide. With the great increase in traffic, this was no longer a safe procedure as oncoming cars could have no warning to slow up. In April, 1936, the Railway Company went much further, granting a concession by which a blind person and his guide were allowed to ride for one fare. Passes provided by the Railway Company were issued only by the Society for the Blind, and a small photograph of the user was pasted onto the face of each pass. The Society provided especially made cases in which the passes were to be carried, and there have been very few complaints of abuse of the privilege. At a cost of many hundreds of dollars, the



Railway Company continues to help the blind population of Cleveland on their way toward normal living.

### *The Lions Clubs of Cleveland*

Work for the blind, as a major project, was adopted by the International Convention of Lions Clubs, held at Cedar Point in 1925. Since that time, the several clubs in Cleveland have sought suggestions as to needs from the Cleveland Society for the Blind and have developed many plans of their own. Five blind men are welcome members of four of the seven clubs, two, being trained musicians, always do their part toward the enjoyment of the meetings. A large number of white canes have been presented by the Lions Clubs and Christmas trees and decorations were provided for Waring School where there are two Braille and one sight-saving class. Useful gifts were also presented for the blind pre-school children. Parties have been given and gifts provided for the blind in the sections of the city where the various clubs have their headquarters, and a great deal of motor service has been given, especially in connection with Highbrook Lodge, the summer camp. Individual members have assisted at the annual parties and picnics.

Jack L. Krapp, a member of the Lakewood Lions Club and a trustee of the Society, made a beautiful film called "Hands That Work in the Darkness" which showed every phase of work for the blind in the city. Recreational, industrial, and educational activities are included, as are committees in action. Costumes of the period of 1906, when the Society was organized, are worn by the people who represent the earliest organization meetings.

The film was given an award in the annual Hiram Percy Maxim contest held in New York in 1941, and its repeated showings in and near Cleveland have furnished the best of publicity to the public.

### *Sororities*

In 1926 the Chi Omega Sorority lost by death Miss Grace Wetherill, one of its best loved members, and as a memorial to her it was decided to put the book "Magic Casements" into Braille for the benefit of blind readers. This was done at a cost of \$400 and the project stimulated the interest of the members

in the various activities of the Cleveland Society for the Blind. Up to 1943 each of the sixteen years has brought a contribution from this fine group of young women. Annual requests for description of the several needs in the Society's program come in and are laid before the entire membership. Machinery for the shops, equipment for camp, a one-hundred dollar loan fund, and prizes for two reading contests have been financed from Chi Omega contributions. The contests, arranged by the Society and the departments for the blind in the public schools and the Library, aroused great interest. Two classes of contestants read from unfamiliar Braille material. The first class consisted of readers who had been educated in schools for the blind, and the second class of persons who had lost their sight after reaching maturity. All were excluded from the room until their turn came and the judges, selected by the Library and the schools, rendered decisions which were felt to be well-considered. The prizes amounted to \$90, and a similar contest was held the year following.

Members of the Chi Omega Sorority have given a great deal of personal service, in addition to the total contribution, up to 1943, of \$1,451. They arranged for programs and refreshments for Open House occasions, assisted at the store sales, gave motor service, and were always ready to respond as unexpected needs arose.

The Delta Gamma Sorority adopted work for the blind as its major activity in 1938, and in various parts of the country interesting projects have been worked out. In Cleveland, financial and other assistance has been given; in personal service to blind individuals, in the sales held in the down-town stores, in supplying needed equipment, in motor service, in generous contributions toward the operation of the summer camp, and in valuable publicity for the Society.

### *The Boy Scouts of America*

Cooperation of Cleveland Boy Scouts has made possible the annual sale of blind-made brooms and the consequent increased pay to the blind workers. A dinner to eighty to one hundred Scout Masters is tendered by the Society two weeks before the

opening of the campaign. Final plans are worked out and arrangements are made for the visit of the scouts to the shop where they are intensely interested in every part of the actual broom making. They at this time also receive their order blanks and final instructions. The Society pays the Scout Organization ten cents for each order turned in and this money may finance a stay at camp or any preferred expense.

### *Volunteer Braille Transcribing*

Volunteer transcribing in Cleveland was started by an ad in the Plain Dealer in 1925, the suggestion coming from the fertile brain of Robert B. Irwin. Since then no effort to secure volunteers has been needed, and interest has increased year by year. In the beginning, the training period lasted for a year and a half which has gradually been shortened to six months—this including the mastery of Grades 1½ and 2. Completed material is submitted to the Library of Congress which furnished the manual, corrected the lessons and certified the transcribers on the successful completion of the course. At the annual meeting of the Cleveland group, the coveted possession of the loving cup is awarded to the transcriber who has completed the most pages of material containing the fewest errors. If the cup is awarded to the same person three times, it becomes a permanent possession and the transcriber does not compete further. Already three persons, two women and one man, have become the proud owners of such cups. An expert statistician has figured that the 30,000 pages produced by the Cleveland group in one year would take the full time of one person, working eight hours a day for seven years.

Materials are often small editions, as needed text-books for advanced students, and also for children in the Braille classes in the Cleveland public schools. Books of general interest are also produced and are presented to the Department for the Blind in the Public Library.

Mrs. Josephine Enever has been in charge of this work since its inception, and under the sponsorship of first, the the Howe Publishing Society, second, the Cleveland Society for the Blind, third the Volunteer Braille Transcribers Association and lastly, the Cleveland Chapter of the American Red Cross. At the

present time an average of eighty persons are rendering this invaluable service to the blind.

### *The Ohio Commission for the Blind*

The Ohio Commission for the Blind, promoted at its inception by the Cleveland Society, in time established sales outlets in various parts of the state. As before mentioned, a permanent sales counter had been opened at the Higbee Company in 1912 and teachers from the staff of the Commission gave instruction to Cleveland home workers. Volunteers from the Society gave continuous assistance to the Higbee counter for many years, and their special annual sales, 1912 to 1930, several times exceeded \$5,000. With the development of the Grasselli House industries through the late 1920's, Cleveland took more and more responsibility for the blind of Cuyahoga County. By 1934 only a few articles were sent from the Commission for disposal at the many Cleveland sales. The Commission financed and supervised many one-man broom shops throughout the state, the men having been trained in Columbus at the Commission's shop. One man, trained in the shop of the Cleveland Society, wished a business of his own and, with the cooperation of the Society, he was assisted in this venture by the Commission. Through the Cleveland Division of Health, nurses from the Commission gave constant attention to eye cases of a communicable nature.

A close relationship has always been maintained between the Society and the Commission, and the Executive Secretary of the Society was a member of the Commission's board of six persons from 1932 to 1938.

The presidents of the Society during this crowded and difficult period were Charles B. Gleason, 1928-1931 and 1934; John B. Dempsey, 1932-1933, and, although engrossed with their own business difficulties, they brought their energy and judgment to bear upon all the problems presented in the Society. The blind people, almost without exception, were cooperative and appreciative of the services extended to them. There were no strikes among the workers and almost no protests when wages had to be lowered and hours shortened. Throughout the life of the

Society, mutual confidence had developed and this stood the strain caused by the trying times of the depression.

The hundreds of volunteers were the finest of interpreters to the public, and they seemed to redouble their efforts for the blind, as, for instance, when camp could not be opened, they arranged a series of picnics at Highbrook Lodge, omitting no one who would have been included in the camp groups. With a reduced staff, the volunteers assumed the finishing of articles produced in the Grasselli House Industries department and also the guide service for Mrs. Enever, blind home teacher.

In passing, it is well to emphasize the fact that the Society has always operated with a small staff, considering the amount of work involved, and this has been due to the energy and devotion of the "unpaid staff" consisting of scores of people whose only pay was in the happiness and satisfaction which followed their efforts for the blind.

A meeting of world-wide importance took place in the Spring of 1931 when there assembled in New York a conference of workers for the blind from thirty-seven countries. This had been planned by the American Foundation for the Blind for two years and the coming of the depression necessitated heroic efforts to raise the needed funds. Lack of space prevents description of the many interesting features of this unusual gathering where the audience was seated by nationalities, each person being supplied with an ear phone through which he listened to the proceedings in his own language. The Executive Secretary of the Cleveland Society was chairman of the Exhibits Committee and this involved correspondence for many months prior to the opening of the conference, and the arranging for receipt and placing of exhibits, large and small, from around the world. At the close of the conference, all the delegates were taken on a tour of half a dozen cities east of the Mississippi, and Cleveland was host to them for two days.

## LIGHT THROUGH WORK — 1935 - 1943

“There is no law on the statute books compelling people to move up closer on the bench of life to make room for a blind brother, but there is a divine law written on the hearts of men constraining them to make a place for him, not only because he is unfortunate, but also because it is his right as a human being to share God’s greatest gift, the privilege of man to go forth to his work.”

*Helen Keller.*

THE PERIOD under consideration brought important changes, both in staff and in the facilities for the expanding program of employment. Edward R. Crawford assumed the position of Business Manager January 1, 1935, with responsibility for both accounting and sales. At the end of his first five months, he reported seven hundred calls, mostly on industrial concerns, in an effort to increase broom sales. The officers of the Society were gratified at his comment on the high standing of the organization in the community. Mr. Crawford’s previous training and experience had qualified him to introduce improved methods which proved of great benefit to the Society.

Mrs. Palmer tendered her resignation as Executive Secretary in April, 1941, at the end of thirty-years of service to the blind. She was elected to membership on the Board of Trustees and was made the Secretary of the Society. Miss Mabel J. Winsworth was appointed to fill Mrs. Palmer’s place. She had been on the staff for nineteen years, having carried heavy and very diversified responsibilities. She supervised both the case and group work, doing much of the actual work in both fields; she was, for many years, the counsellor of the West Side Committee, also assisting the other committees on social service; she was in charge of the physical properties of the Society—Grasselli House, the shops, and also Highbrook Lodge—and this included upkeep and the hiring and supervision of the help. Always cheerful, never hurried, she has always been a wonderful example for the hundreds of blind people with whom she was associated.

## *Employment*

The chair-seating department had, for several years, been located on the third floor of Grasselli House and this involved much labor, carrying furniture up and down—this amounting to 1,400 pieces during 1935. Fire inspectors also objected to the hazard and it appeared that the work would have to be abandoned unless a more suitable location could be found. In 1936, by the terms of the will of Mrs. Meteline Wickwire, the Society became a beneficiary to an amount which, at first expected to be \$57,000, finally reached a total of close to \$80,000. After much consideration, it was decided to use part of these unexpected funds for the erection of an additional shop building on the Grasselli House grounds, and this was completed and occupied by September, 1937. The new building was of concrete, two stories, 60 x 100 feet, and at the same time, an addition of one story, 40 x 40 feet, was made to the shop built in 1921. Total manufacturing space was now 21,600 square feet, the buildings housing the broom and brush making, chair seating, tag wiring, and all the women's industries.

In 1937, an order for 80,000 tags to be wired for the Fisher Body Company had marked the opening of a department which, in time, employed up to 50 persons. This was called the "Contract Department" and by the year 1942 a total of 16,243,919 pieces was turned out. Much of this astonishing increase was due to the indefatigable efforts of Miss Martha Silberbach, a former business woman and a member of the Council Committee of the Society. She literally combed the city for suitable work, enlisting the cooperation of such important groups as the Midwest Purchasing Agents Association. This work furnished occupation and income to many otherwise unemployables, to boys just out of school, and also served as a testing point for many who were being considered for outside positions.

Success followed efforts to obtain additional stand concessions in down-town locations, these including the City Hall, Police Headquarters, and Community Service Building. Sales in eleven such stands, under the supervision of the Society, during 1942, totaled \$156,311, and furnished a living to 18 blind people. Two additional stands, set up by the Society but not at

present under its supervision, are operated by three competent blind women.

At the close of 1942, 43 blind persons were working for employers other than the Society, 29 of this number being employed in factories.

Through the National Industries for the Blind, a subsidiary of the American Foundation for the Blind, greatly expanded employment opportunities for the blind in all parts of the country have been secured. Contracts for blind-made articles needed by the Government have been awarded to shops equipped to supply them. In Cleveland this has resulted in large orders for brooms, whisks, brushes, and pillow cases, and the resulting employment has practically taken up the slack of those wanting and needing work.

Annual sales in four down-town stores, The Higbee Company, The May Company, The Taylor Company, and Halle Bros. Company have supplied an outlet for the work of many blind women. A charming little shop in Grasselli House is open the year round, and its sales have been beyond all expectation. Members of the volunteer committees have conducted all the sales, in addition to selecting models and materials.

The following statistics for 1942 show satisfactory gains in all departments:

	1942	
INCOME:	1942	1941
Welfare Federation . . . . .	\$17,887.00	\$13,797.00
Investments and Endowments . . . . .	14,335.14	14,216.21
Direct Gifts . . . . .	1,013.36	4,603.54
Sales Tax Stamps . . . . .	1,862.50	2,134.65
All other income . . . . .	399.83	565.66
Total Income . . . . .	\$35,497.83	\$35,317.06
WAGES:		
To the blind . . . . .	\$100,062.74	\$ 80,252.71
TOTAL SALES:		
Industrial Shops . . . . .	\$259,178.00	\$177,688.00
Store Sales . . . . .	10,095.07	8,877.43
Concession Stands . . . . .	156,311.07	121,616.15



#### PRODUCTION:

Brooms and Whisks . . . . .	248,100	215,665
Brushes . . . . .	2,631	2,865
Chair Seats . . . . .	1,668	2,065
Rugs . . . . .	1,428	917
Door Mats . . . . .	2,179	2,179
Pillow Cases . . . . .	309,873	166,088
Dish Towels Hemmed . . . . .	5,328	10,653
Tags Wired, etc. . . . .	16,243,919	14,635,530

### *Rehabilitation*

A fine type man of middle age, was sent to the Society by his oculist who explained that the man would have declining vision for perhaps a year, after which he would probably be blind. The man said to the Executive Secretary "I want you to show me how to make the best preparation for blindness, and you have only a year in which to do it." That was a challenge to all the resources of the Society, developed through more than a quarter of a century. Conditions in every case are different, but early procedure is the same. A careful study by a trained worker must be made of each individual—his health and the possibility of improving it; his mental attitude and its probable effect on his adjustment; his previous employment and the feasibility of his continuing it; his family and their attitude toward his blindness. Almeda Adams says "Those who sit in darkness should not sit in idleness," and occupation—even though simple—is a basic need. Counsel from informed workers is imperative at this point, as the general feeling is that blindness and helplessness go hand in hand.

Blinded people also need change of thought and this, of course, may come in many ways. One short week at a summer camp for the blind often works miracles and sends them home with renewed courage and a wide knowledge of how other blind people work and play. A recreation program such as that arranged by the Society, furnished through the year variety in many otherwise monotonous lives, a chance for self-expression, as in dancing or acting, enjoyment of the best music, and opportunity of making new and congenial friends. A central meeting place such as Grasselli House is advantageous but not absolutely necessary, as has been proved during the war time limitation of gas. Con-

veniently located places such as branch libraries, social settlements, and dance halls may be utilized by people living in those sections of the city. In all recreational activities, the one **MUST** is the volunteers without whose help the entire program would collapse.

The total blind population of Cleveland at the close of 1942 numbered 1,129, of whom 10 per cent are under 20 years of age, while at least 50 per cent are past 65. This latter figure will indicate the need for many and diversified plans for recreation so that what should be the sunset path, may be lighted by happiness from within.

### *Survey of the Society Made by the American Foundation for the Blind*

At the request of the Board of Trustees, the American Foundation for the Blind made a survey of all the activities of the Cleveland Society for the Blind. Miss Evelyn McKay, Social Research Secretary of the Foundation for the Blind, spent the period April 15 to May 3, 1940, in Cleveland, and Mr. Irwin, Executive Director of the Foundation, spent five days in consultation in the city. Miss McKay made several visits to other agencies having special services available for the blind of Cleveland, and she also met four times in special sessions with the Executive Committee of Society. The final report covered 50 typewritten pages, in addition to five appendices—one of them being an analysis of the staff. An excellent summary of the recommendations was made and copies were available to the officers and trustees. The survey revealed much to commend and many points where the work might be strengthened. It has since served as a bible to the trustees and staff members who check, from time to time, to see how far short of the ideal the actual performance has fallen.

### *Death of Miss Prudence Sherwin*

The year 1938 will always be remembered as the year when the Society lost its staunch supporter and most devoted friend, Prudence Sherwin. Her death brought profound sorrow to a host of friends and co-workers in all parts of the country. One of the

founders of the Society, she served as President, Vice-President, or Secretary up to the time of her death. With untiring devotion she gave of her time and energy to the causes so close to her heart, work for the blind being a continuing — as it had been her earliest interest. She was an officer of the American Foundation for the Blind from its inception, so her viewpoint was national in its scope. She played an important part in the formation and maintenance of the Cleveland Welfare Federation, so was familiar with the local situation and the best of advisers of the Society for the Blind.

Endowed with unusual business acumen, she possessed at the same time a charming personality which endeared her to everyone who had the privilege of her acquaintance. To them — blind and sighted — her life will always be an inspiration, her memory a benediction. Robert B. Irwin, Director of the American Foundation, summed up her contribution in these words: "Her good judgment, breadth of vision and deep human interest made her an ideal board member, since she always kept a nice balance between the philanthropic spirit which prompts men and women to give and the demand for good business management which makes available funds to accomplish the maximum amount of service."

James R. Mills, a long-time officer of the Society, wrote "She almost impersonated within herself the Society for the Blind, and what we see today is no small part of her building. We owe it to her successors to see that they, if possible, catch her spirit and carry out her ideals in our great task."

### *Honors for the Executive Secretary*

The Distinguished Service Certificate of the Cleveland Community Fund was awarded to Mrs. Palmer in November, 1939. The citation mentioned her 28 years connection with the Society and stated that "Under her direction, the Cleveland Society for the Blind is outstanding among such institutions and a pattern for like societies the nation over."

In June, 1941, Mrs. Palmer was summoned to New York where, in the Helen Keller room of the American Foundation for the Blind, she was presented with the Migel Medal. This is a 3½-inch French bronze medal of beautiful design, and was given

by M. C. Migel, President of the Foundation. A considerable company of friends had assembled, and the presentation speech was made by Harvey D. Gibson, a trustee of the Foundation.

### *Some of Cleveland's Outstanding Blind People*

After nearly 40 years of effort on behalf of the blind of Cleveland, long-time workers often try to evaluate the progress which has been made. Educating blind and sighted together was one of the early experiments made by the Society and results have been closely watched. Educating the public to give full consideration to the abilities of the blind has demanded every effort. The question "Do the blind succeed as real persons; are they making a definite contribution to the advancement of both blind and sighted" can be answered in the affirmative. Out of many examples which could be cited, the following persons whose lives have centered in Cleveland are here offered:

#### *Miss Almeda C. Adams*

One of the most remarkable blind person in Cleveland is Miss Almeda C. Adams, whose life story is one of high achievement in spite of unusual difficulties. As a young girl in the Ohio School for the Blind she showed distinct musical ability. After graduation and longing for additional training, she entered a contest to secure 1,000 subscriptions to a women's magazine, the first prize being a year's scholarship at the New England Conservatory of Music. She did not stop her efforts until she had secured 2,500 subscriptions. The Conservatory did not at first wish to accept a blind pupil, but finally consented to a ten weeks trial, after which they were glad to have her continue. All her life, Miss Adams has taught sighted pupils, at one time serving as voice teacher for five years in the Nebraska Normal School. She was especially successful in group work and directed chorsues in every settlement in Cleveland. She was one of the founders of the Cleveland Music School Settlement, and was director of its vocal department for several years. She organized the Schumann Club of young women and directed all its work, including the annual concerts. She wrote the words and music, coaching the singers, of an operetta called "A Modern Cinderella," and James H. Rogers wrote of the first performance — "The music is flowing

and melodious, and the performance went smoothly and without a hitch."

Miss Adams was interested and helpful to the Society for the Blind in every way, especially during its early years, later serving on the Executive Board. She has followed all the blind pupils who showed musical ability, not so much with the expectation of finding a prodigy as with the hope that with their music they would be more acceptable in the sighted world.

Miss Adams made three trips to Europe and wrote a book entitled "Seeing Europe Through Sightless Eyes." She continued to write for publication, and has been on the lecture platform for many years. As a Sunday School teacher and an active member of several clubs, she has made a great contribution to the cultural life of the city.

### *Mrs. Josephine Enever*

The name of Mrs. Josephine Enever has been connected with the various activities for the blind in Cleveland for many years. Losing her sight at the age of fourteen, she entered the Ohio School for the Blind where she specialized in music, as she had a beautiful voice. After graduation, she taught piano and vocal music journeying to Chardon and other near-by towns to the homes of her pupils who were all sighted.

In 1914 she learned to operate a stereotyping machine and was employed by the Howe Publishing Society and the Department for the Blind of the Board of Education embossing books for blind readers. In 1927 the Howe Publishing Society was merged with the Cleveland Society for the Blind and discontinued the making of Braille books by machine but put increasing emphasis on the hand-transcribing done by volunteers. Mrs. Enever was in charge of this work on a half-time basis, serving as Home Teacher for the Society the rest of her time. This made a unique combination, as during the morning she taught sighted people to make books for the blind, and during the afternoon, taught the blind to read them.

Her keen mind, charming personality, and unusual qualities of leadership drew around her a large group of transcribers who, when funds became scarce, formed the Volunteer Braille Tran-



JOSEPHINE ENEVER



CARRIE S. TURNER AND TRIXIE

scribers Association which carried on with enthusiasm and devotion for several years.

Hand-transcribing eventually became a part of the American Red Cross program, and Mrs. Enever then devoted her entire time to it.

A perfectly competent housekeeper and homemaker, she has enjoyed a normal life which brought great happiness and also heavy responsibilities. Her devoted husband was blind, and her brother-in-law and his son, who was brought to Mrs. Enever as a baby on the death of his mother, remained as permanent members of this interesting family. Their home was always the center of a gracious hospitality extended to both blind and sighted friends. As an inspiration to all blind people, young and old, Mrs. Enever has few equals.

### *Miss Winifred Simonds*

None of Cleveland's blind people started life with brighter prospects than Miss Winifred Simonds. Born in New York State, she graduated in time, from the Normal College at Potsdam. Wishing to specialize in music, as she was possessed of a beautiful voice, she entered the Crane Institute of Music at Albany, from

which she also received a degree. Her first position was as a teacher of music in the public schools where she spent four happy years. During this time she had an accident to one of her eyes but was hardly handicapped by a light dimming of the sight. Moving to Cleveland with her family she secured tutoring in English and algebra, but her one good eye became involved and she gradually became totally blind. Undaunted, she sought the acquaintance of a number of blind persons and was soon teaching and assisting them in various ways. An early concern of the Society for the Blind was home teaching of blind adults and Miss Simonds was the logical person to undertake this work. Her sound educational background and charming personality made her an ideal person for the position.

In 1912 she joined the staff of the Ohio Commission for the Blind, serving half time as registrar and half time as home teacher. She helped to organize the home teaching work over the state, the teachers coming in regularly for consultation. A severe nervous breakdown terminated her activities and she returned to Cleveland to make her home with a sister. For many years she has lived very normally, with most of her contacts with sighted friends in church and clubs. A charter member of the Optimist Club at Grasselli House, she was an early president, in which position her judgment and experience enabled her to build an enduring organization, the club being thirty years old at the present time. She has always been a leading spirit among the blind of the city.

### *Adolph Feher*

Adolph Feher has spent all of his life, except the first two years, in Cleveland and was entered in the kindergarten at the age of five. He was one of the brightest pupils in the Braille classes and early showed marked ability in music. He was given continuous instruction on both piano and clarinet, and in spite of a great deal of time spent in practice, his scholastic grades were high and he graduated from high school at the age of seventeen. He was a member of the Bausch Band composed of boys from both the Braille and Sight Saving classes and led by Jacob Bausch, teacher of band instruments. This group played together for several years, attracting favorable attention. Mr.

Feher's ambition was to teach and with that end in view, he spent four years in study at the Peabody Conservatory of Music in Baltimore. He was then considered to be qualified to teach organ, piano, and clarinet, and for the next few years taught private pupils. Residential schools over the entire country were contacted in his behalf, but they, naturally, were interested in giving such openings to their former pupils. Mr. Feher then opened a refreshment stand in a fine, new hospital and attracted a good following—the personnel being especially interested as music was assured at their more formal meetings. In 1937, on the resignation of Miss Gertrude Leininger, for many years teacher of music in the Braille and Sight Saving classes, Mr. Feher was appointed to fill her place. Possessed of unusual mental and musical ability, Mr. Feher is outstanding among the young blind people of Cleveland.

### *Joseph S. Himes, Jr.*

Joseph Himes came to Cleveland at the age of twelve years, following the loss of his sight by an accident. He was enrolled in the Braille classes and, in time, graduated from East High School receiving the Highest Honor Medal. He then entered Oberlin College where scholarships from that institution and from the American Foundation for the Blind helped him to obtain the education he so much wanted and deserved. He was awarded the Phi Beta Kappa key in his junior year and graduated Magna Cum Laude. He returned for a fifth year, at the end of which he received his Master's degree. Then the pressing question was "What next?" He was prepared for teaching and schools for colored students in various part of the country were contacted for some months, with no success. At last, he received an assignment to teach languages in Shorter College in Little Rock, Arkansas. It was during the depression and the meager salary which was promised was not paid in full, while he had expenses not needed by sighted teachers. Text books used were unfamiliar to him and the Cleveland Hand-transcribers group did an outstanding piece of work, without which he might not have held his position. Needed books were obtained, taken apart and put into Braille, the work often reaching him only a few days before he had to present it in class.



On the completion of his first year of teaching, he obtained a better position teaching languages and sociology at Sam Houston College in Texas. With his savings, he spent several summers at Ohio State University where, in 1938, he received the Ph.D. degree. Since 1936 he has been Director of Research of the Columbus Urban League, and by the written and spoken word has made a real contribution to the cause to which he is giving his life. He is possessed of a delightful personality, with a keen sense of humor, and has made many friends among both blind and sighted.

### *Miss Gertrude Leininger*

Miss Gertrude Leininger became blind at the age of six and just after she entered school. She later became a pupil at the Ohio State School for the Blind where she took the regular course, and in addition specialized in music. After graduation, she continued her musical studies at the Oberlin Conservatory where she was the only blind pupil. Very little music was available in Braille and most of her material had to be read to her. Later she had a course at the Cincinnati Conservatory. After the organization of the Cleveland Society for the Blind she became its first home teacher of Braille. She also operated the first stereotyping machine producing Braille books for the Howe Publishing Society.

From 1913 to 1936 she was a highly esteemed member of the Staff of the Sight Saving Department in the Cleveland Public Schools. Her pupils in music were the totally blind children and also those possessed of some useful vision. With a lively imagination and a keen sense of humor, added to her adequate preparation, she was an inspiration to the hundreds of boys and girls who were her pupils. Through her school and church connections and membership in the Womens Music Teachers Club, the majority of her contacts have been with sighted people. She has also been a staunch supporter of all the social activities of the Society for the Blind, lending her prestige and influence throughout the life of the organization. She delights to entertain her friends in her attractive apartment where she is her own housekeeper.

### *Miss Mary Hugo*

Miss Mary Hugo was born in Cleveland and did her elementary school work at the Ohio School for the Blind, entering Glenville High School in Cleveland, from which she graduated after having done very creditable work. Her great ambition was to become a teacher and that, of course, meant college. She entered Flora Stone Mather College of Western Reserve University where she spent four of the happiest years of her life. She then took a course at the summer school of Teachers College, Columbia University. A few blind people in the country were successfully teaching in the public schools, and Miss Hugo was assigned to an eighth grade in one of Cleveland's junior high schools. She won the esteem of parents and pupils alike, but at the end of the year, under an arrangement by which a number of sighted teachers were dropped, her contract was not renewed. She became a home teacher for the Ohio Commission for the Blind and at the same time worked toward her Master's degree by doing evening work in the Graduate School of Ohio State University. In time, she was made a supervisor of the work of five other home teachers. Her district includes 21 counties, and she not only loves her work but is loved by everyone—blind and sighted. Her headquarters is near Granville, Ohio, where Denison University is located and where there is an active chapter of Delta Gamma Sorority. Miss Hugo has succeeded in gaining the enthusiastic cooperation of the Sorority members who are doing many things to promote the happiness of the Blind in that part of the state.

### *Milton H. Klein*

Milton H. Klein was born in Cleveland, but returned with his parents to Austria, Hungary, at the age of eight months. The family settled permanently in Cleveland when Milton was eleven years of age, and during his years abroad he had had one year of schooling in an institution for the blind in Budapest. He wrote of his return to Cleveland "I learned with delight of the special classes in the public schools and the prospect of associating with normal children, instead of being confined to a residential school." His progress was rapid and, after graduation from high

school, he entered the University of Wisconsin, from which he was graduated with honors. He was determined to enter the field of social work and applied for admission to the School of Applied Social Sciences of Western Reserve University in Cleveland. Here his lack of sight was considered a barrier, but his persistence, plus the influence of those familiar with his scholastic history, finally opened the apparently closed door. During the two-year course, his field work was done with the Cleveland Associated Charities, and this prepared him for his first position, that of a case worker with the Cuyahoga County Relief Administration. One year in this position was followed by two years as supervisor of visitors in the Bureau for Homeless Men. He then moved to Columbus where he was made State Case Work Supervisor, Aid to the Needy Blind, which position he held for four years. In December, 1941, he became Assistant Supervisor of Social Services, Ohio Department of Public Welfare. His advancement has followed a carefully-laid plan, his goal being service to both blind and sighted. His temperament is calm, and his personality pleasing. His early teachers and later friends are watching his career with deep interest.

### *Mrs. Carrie S. Turner\**

Mrs. Carrie S. Turner graduated from Tuskegee Institute and at once secured a position as teacher of domestic science at Phillis Wheatley Association, a settlement for young negro women of Cleveland. She was then for two years a member of the staff of the Urban League of Pittsburgh, Pennsylvania. She later spent two summers studying Community Problems at Northwestern University, doing field work with the Associated Charities of Evanston, Illinois. After her marriage and the loss of her sight, she returned to Cleveland and for the following eight years served as a volunteer worker among the colored blind of this city. Under the direction of the Cleveland Society for the Blind, she took on more and more responsibility for all the problems among the colored blind and was made a member of the staff in 1941.

A committee of colored volunteers had been organized in 1923, arranged for much needed recreation, and did a great

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\*See Outlook for the Blind—June, 1942.

deal of visiting in the homes. Under Mrs. Turner's direction, five clubs of blind people were organized, the original one—the Cherrio Circle—having been started by her during her period as a volunteer worker. General parties and picnics are given for all the colored blind who are able to leave their homes, and the annual dramatic performances draw their players from all the clubs. A summer outing of one week is arranged by the Society for 30 men and women, and the program arranged by Mrs. Turner is eagerly anticipated.

The original committee of volunteers went out of existence with the passing of the Negro Welfare Association, and the present group—The Carrie Starks Turner Committee—carries on with great enthusiasm and marked success. Mrs. Turner's qualities of leadership and personal charm constitute a rare personality.

### *Operation of the Society*

The Society is governed by a board of thirty trustees, two-thirds of whom are men. Luncheon meetings are held monthly, and attendance is surprisingly good. The trustee members serve on the following committees—Finance, Personnel, Shops Operation, Outside Employment, Publicity, and Legislation. Presidents for the period were—Galen Miller, 1935-1938, and Carl N. Osborne, 1939, to the present time.

Members of the five committees on social service furnish not only inspiration, but actual assistance to an extent which makes possible the comparatively small paid staff. All the committee members, together with a number of other good friends of the Society, make up a membership list of 150 persons who pay no dues but are always ready to respond to calls for help. At the annual meeting in 1942, Mr. Gleason, Treasurer and former President of the Society, closed a tribute to staff and volunteers with these words: "Theirs is a contribution from pocket books ever open, from thinking that is enthusiastic and sound, from physical effort that is tireless; yes, from the depths of the heart. It is such contributions that 'come wind, come weather' will keep this Society in equilibrium during the years to come."

## OFFICERS AS OF JANUARY 1, 1943

Osborne, Carl N. . . . .	President
Miller, Galen . . . . .	First Vice-President
Clark, Harold T. . . . .	Second Vice-President
Frackelton, Mrs. David W. . . . .	Third Vice-President
Gleason, Charles B. . . . .	Treasurer
Palmer, Mrs. Eva B. . . . .	Secretary

## PAST PRESIDENTS

<i>Name</i>	<i>Term of Service</i>
Stearly, Dr. Wilson R. . . . .	1906, 1907, 1908
Hunt, William H. . . . .	1909, 1910
Strong, Herbert W. . . . .	1911, 1912, 1913
Sherwin, Miss Prudence . . . . .	1914, 1915, 1916
Mac Gregor, John . . . . .	1917
Kennerdell, George B. . . . .	1918, 1919
Sherwin, Miss Prudence . . . . .	1920, 1921, 1922, 1923
Strong, Herbert W. . . . .	1924
Mills, James R. . . . .	1925, 1926
Teagle, Frank H. . . . .	1927
Gleason, Charles B. . . . .	1928, 1929, 1930, 1931
Dempsey, John B. . . . .	1932, 1933
Gleason, Charles B. . . . .	1934
Miller, Galen . . . . .	1935, 1936, 1937, 1938
Osborne, Carl N. . . . .	1939, 1940, 1941, 1942

## OTHER OFFICERS

<i>Name and Office Held</i>	<i>Term of Service</i>
Bosworth, Richard—Treasurer . . . .	1935, 1936, 1937, 1938
Brassington, Miss Emma—Treasurer . .	1906, 1907, 1908, 1909, 1910
Burdick, Miss Arlene—Secretary . . .	1911, 1912, 1913, 1914
Cameron, Miss Winifred—Secretary . .	1921, 1922, 1923, 1924, 1925, 1926, 1927
Cotton, Miss Margaret—Secretary . . .	1928, 1929, 1930, 1931
Feiss, Paul—1st Vice-President . . . .	1906
Gleason, Chas. B.*—Treasurer . . . .	1927, 1939, 1940, 1941, 1942
2nd Vice-President . . . . .	1936
Hyde, Mrs. H. Robinson—Secretary . .	1936
2nd Vice-President . . . . .	1937, 1938
Hornickel, Miss Edith—Secretary . . .	1915, 1916, 1917, 1918, 1919, 1920

## OTHER OFFICERS — *Continued*

<i>Name and Office Held</i>	<i>Term of Service</i>
Kennerdell, Geo. B.* — 1st Vice-Pres. . . . .	1913, 1914, 1915, 1916, 1920, 1921
2nd Vice-President . . . . .	1922, 1923, 1924, 1925, 1926
Treasurer . . . . .	1911, 1912
MacGregor, John* — 1st Vice-President	1909, 1910, 1911, 1912
Mills, Jas. R.* — 1st Vice-President . . .	1922, 1923, 1924
Osborne, Carl N.* — Treasurer . . . . .	1913, 1914, 1915
Prescott, John S. — Secretary . . . . .	1937, 1938
Roth, Richard — 1st Vice-President . . .	1935, 1936, 1937
Robbins, Mrs. E. E. — Secretary . . . .	1932, 1933, 1934, 1935
Sherwin, Miss Prudence* — 1st Vice- President . . . . .	1917, 1918, 1919, 1925, 1926, 1927, 1928, 1929 1930, 1931
2nd Vice-President . . . . .	1912, 1913, 1928, 1932, 1933, 1934, 1935
Secretary . . . . .	1906, 1907, 1908, 1909, 1910, 1924
Teagle, Frank H.* — 1st Vice-President	1928
Treasurer . . . . .	1916-1926 (11 years)
West Louis — Treasurer . . . . .	1928, 1929, 1930, 1931
Wilson, Griswold — 1st Vice-President . .	1932, 1933, 1934
2nd Vice-President . . . . .	1929, 1930, 1931
Secretary . . . . .	1939

\*Also served as President, as previously indicated.

## MILE STONES

- 1906 — Society organized. Weaving begun at Goodrich House.
- 1909 — Broom Shop started. Day School classes opened. Society incorporated.
- 1911 — Prevention of Blindness work turned over to Division of Health. Change of executives.
- 1912 — Broom Shop moved to Goodrich House gymnasium.
- 1913 — First factory placement.
- 1918 — Moved to Grasselli House.
- 1921 — New Broom Shop and Recreation Hall.
- 1925 — Work for the blind adopted by Lions Clubs of the country as major activity.
- 1927 — Operated temporary summer camp as experiment.
- 1928 — Highbrook Lodge — permanent summer camp presented to Society by three friends.

Assumed all home teaching for greater Cleveland. (This had been carried, in part, by Ohio Commission for the Blind.)

Took over activities of Howe Publishing Society, discontinued making plates for books; continued and strengthened hand-transcribing work by volunteers.

Inaugurated Boy Scout broom-selling campaign, by means of which shop is kept running through summer months.

1937—New industrial building.

1941—Change of executives.



ALLAN W. SHERMAN



PART II

1943 - 1958

BY

ALLAN W. SHERMAN



## PREFACE

The material in the first section, "The War Years and Reconversion", has been obtained from minutes of Board of Trustees meetings, newspaper accounts, and recollections of many present and former staff members and volunteers. This section has been reviewed by Miss Mabel Winsworth, Executive Secretary of the Society from 1941-1949, and her contributions have been significant.

The final sections, covering the years 1949-1960, review the years of change and growth during a time of economic inflation and prosperity. This period was marked by an increasing awareness in the community of the problems and needs of blind persons. This awareness was implemented by many gifts of service and money which permitted a program of physical growth and expanded services, with larger professional staff and a greater number of volunteer workers. During these years, the Society has had many problems, some of major significance. These problems were met effectively and courageously, bringing strength and unity to the Society. In this account, these problems are related in sufficient detail to enable the reader to have a clear understanding of the period.

It is not possible to give the names of all the friends of the Society who have helped during these years, but we would like to record here our thanks to the hundreds of friends, both blind and sighted, who have made these changes possible. Even though they may not be mentioned in this chronicle, we wish to tell them here, as we have told them in person and in letters, how much their helpful work and sincere interest have contributed to the growth and development of the Society during this period.

In the preparation of this chronicle, I wish gratefully to acknowledge the help of Miss Mabel Winsworth, many Board and staff members who assisted with the many details of the work. I especially wish to acknowledge the very generous and competent help of Mrs. Marjorie Lamport, who assisted materially in the preparation and writing of the manuscript.

Allan W. Sherman, Executive Director  
Cleveland Society for the Blind  
1949-1958



*Section 1*

THE WAR YEARS AND RECONVERSION

1943-1949



## INTRODUCTION

**D**URING WORLD WAR II, important changes took place in employment, rehabilitation, and general welfare programs for blind persons. The groundwork for some of these changes had been laid earlier, but the effect was most marked during the war years and after. These years were significant as a period in which blind people received greater acceptance as individuals and people began to think in terms of "ability" rather than "disability."

### *New Employment Opportunities*

Many of the opportunities were simply the result of accelerated programs and changes in the labor market; others were more basic, reflecting a changing philosophy, and had been previously expressed in legislation designed to improve employment opportunities for blind people.

The Wagner-O'Day Act, passed in 1936, required the Federal government to buy brooms, mops, and other such articles from workshops employing blind persons. In an attempt to make this Act effective in the workshop program, National Industries for the Blind was created in 1938, but it was not until the war period that the provisions of the Act were implemented favorably. Cleveland was one of the original shops included in this plan and the program has meant much to the workshop over a period of years.

The Randolph-Sheppard Act, also passed in 1936, became somewhat more effective during the war years. Gradually, programs for concession stands in Federal buildings were developed and this served as an impetus for the employment of well trained personnel in other than government buildings, eventually leading to the beginning of the Society's well developed Concession Stand program under a centrally managed plan.

During the earlier years, significant pioneer work in placing blind people in competitive employment had begun in Cleveland. From this pioneer work, which spread slowly through the United States and Canada, the principle of "selective placement" was developed. This principle is simply stated as follows: the placement of blind persons in competitive industry is based on selective surveying of jobs and placing in these positions blind persons who are able to meet the standard requirements of the jobs and who are paid for their work at the standard rate for the position.

With an all-out war effort, each citizen was expected to do his share to the limit of his ability. Blind people who had been employed in specialized workshops, those who had natural abilities or previous experience prior to the onset of blindness, and those who were willing to take special training in classes or on the job were placed in appropriate opportunities, taking the place of those men and women who were in the Armed Forces.

### *Rehabilitation Programs Become More Formalized*

With this movement in industry came the need to improve rehabilitation techniques to secure sufficient manpower. The rehabilitation program developed after World War I was greatly expanded by the passage in 1943 of Public Law 113, the Barden-LaFollette Act. This Act, which provided grants-in-aid for expanded activity in rehabilitation of handicapped groups, recognized specialized programs for blind persons. Thus, a program was started which was to lead to a new partnership between state agencies and private voluntary groups. Not all the features of the new program were worked out during this period, and it was many years before the full possibilities of the law became implemented. In Ohio, the state policy was to provide counseling and placement service directly. Evaluation, pre-vocational and vocational training, and other special services were purchased from private voluntary agencies for the blind or other special agencies which could meet the needs of blind persons. However, Ohio did not advance as rapidly as some other states because it did not secure as much Federal aid as was available. This was due to a reluctance to appropriate a sufficient amount of state-matching funds.

During this period, the minutes of Board meetings of the Society indicated much concern about the development of programs for blinded members of the Armed Forces. This problem was taken out of the hands of local agencies when the Army and Navy set up specialized programs to meet this need. Local agencies such as the Society played a minor role in these programs.

### *General Welfare: State and Federal Partnership in Basic Financial Aid*

During this period there were many changes which brought about modification of programs in the area of general welfare. It had become acknowledged over a period of time that the state and Federal governments had responsibility for providing basic support to those handicapped people who could not otherwise



secure sufficient funds. This program was specifically applied to blind people through Title X of the Social Security Act passed in 1935. As amended in 1946, this Act set the pattern for Federal funds to be directed into the program. These funds, supplemented by state funds, provided a basic program of financial assistance to needy blind persons.

During the troubled war years programs were maintained at good levels. The Society's Board, volunteers, and staff worked together well to bring hope, encouragement and improved opportunities for all blind persons in the Cleveland area. It is against this background of social development and in a climate such as has been described that the Society moved forward on many fronts in providing services.

## MEETING THE CHALLENGE OF THE WAR YEARS

### *The Casework Program: A Multiple - Service Agency*

THE BASIC PURPOSE of the Society is to provide assistance to each blind person so that he may learn to live as best he can within the limitations imposed by blindness. For many individuals this meant a somewhat formalized program but for many others the approach to the problem of blindness was through less formalized activities such as were carried on in the recreation program of the Society. In a broad program of activity, it is sometimes difficult to ascertain just where a formalized type of service begins for the newly blinded person. Sometimes the recreation enjoyed at Highbrook Lodge is the beginning of the rehabilitation process for one individual, while attendance at one of the many club activities may well be the beginning for another person. Frequently, contact with other blind persons brings a realization that there are many things which can be done in "spite of blindness"; and through these contacts a newly blinded person, or one blinded for some time, is able to find new hope and new enthusiasm for learning how to live more fully with blindness.

The core of the Society's program is its casework service. Each blind person was visited by a caseworker. On the basis of the caseworker's recommendations regarding the needs and desires of the blind individual, the person was given specialized help in Braille, script writing, craft teaching, and home economics by the Society's Home Teacher. Mobility training was provided by a specialist from the Society. The caseworker provided the unifying force in the situation and if a person seemed suited for employment, either in the Society's workshop or in private enterprise, the placement specialist at the Society attempted to find a proper placement opportunity. Miss Mabel Winsworth, Executive Secretary of the Society, provided over-all supervision of the casework program. Limitations in staff, however, made it difficult for enough concentrated work to be given where it was needed. In 1942, the Society's staff totalled 18. Of these, eight were professional workers, five were production supervisors in the shop and five had clerical and bookkeeping responsibilities. In 1943, Mrs. Carrie Turner, who had been a volunteer for several years, became a member of the staff, working specifically with Negroes. In addition to this professional help, volunteers were very active in all phases of the Society's program

and complemented the work of the staff. Because of their importance in this work, a separate section of this chronicle will be devoted to their activities.

In addition to the specialties of Home Teaching and placement, these specialists were also expected to carry a case load. Miss Grace Emerson, who had been Home Teacher for the Society for 22 years, retired in 1946 and later in that year, this position was filled by Miss Mary Hugo who, with her co-worker, Miss Thelma Emrick, enabled the Society to continue its Home Teaching program.

Miss Evelyn McKay, a specialist from the American Foundation for the Blind, had studied the Society's program and in her report in 1944, had suggested that the Society's staff be increased when properly trained workers became available.

### *Special Wartime Problems*

War restrictions placed new demands on the Society's staff in casework activities and in other ways. Although the war years brought opportunities for many blind people, for many others, particularly older people and housewives, there were many additional problems. Because of rationing, those with special diets received constant help from the Society's workers to help them meet their special needs. The record shows that a part of the fee for camp



THELMA EMRICK



MARY HUGO

during these war years was "something in kind"; for example, each camper in 1944 was required to furnish 10 blue and 10 red points and one-half pound of sugar. There are many indications in the minutes of the Board meetings and in other documents that the staff was constantly on the alert for ways to help people learn to live and work within the problems of food and gasoline rationing.

To assist those people who were receiving grants from the Aid to the Blind program, the Society worked closely with the Rationing Board and secured additional stamps to supplement regular allotments. This was done with the help of Mrs. Olive Stapleton whose husband was a member of the Rationing Board. The plan was checked with Washington and approved because of the special needs of these people. The Society's workers assisted in planning menus for individuals and allotted stamps to make these menus possible. Miss Winsworth was in charge of this plan, assisted by Mrs. Patterson, a trained dietitian and Director of Highbrook Lodge, who knew well these people and their needs.

In 1944, the first of a series of nutrition classes was held. The purpose of these classes was to help people to learn to live within the restricted diets which wartime required. Miss Alice Smith, Home Economist with the Health Council of the Welfare Federation, was the instructor in the first series of classes held in the Home Economics classroom of the Audubon Jr. High School. Not only did these classes help in meeting wartime emergencies but they helped to instruct blinded housewives in how to handle themselves more effectively in the home and to do marketing economically. The last of these classes was held at the Outhwaite Housing Project under the direction of Mrs. Carrie Turner who had been a trained dietitian before she lost her sight.

### *Significant Changes in Recreation*

Throughout this period, the activities of the various club groups continued. There were 14 clubs in all. Among them were the C. A. Grasselli Club, a group of men who met to find new ways in which blind people could be employed and to seek out new recreational activities for blind persons, and the Optimist Club, a group of women who had been meeting together for years to further their own interests and to promote the interests of blind people in general. The other club groups met at Grasselli House under the auspices of volunteer groups. During the war years, an important change was made in the meeting place of these clubs. Because of

gasoline rationing, it was no longer possible for volunteer workers to transport people to Grasselli House. Therefore, it became necessary for the groups to meet in the neighborhoods in which they lived. Appropriate locations such as the East Cleveland Women's Club and the Lakewood Elks Club were found. Some of the city libraries were used, as well as some of the new housing projects. This decentralization of recreation led to sound programming, for the group meeting in these various places came to know and use the facilities available in the areas in which they resided. During this period, too, many meetings were held in the homes of volunteers. These were very interesting meetings and much appreciated by the blind people who participated in them because they offered opportunities for socialization and because they were the expression of interested friends who were concerned with the welfare of blind persons.

### *Musical Activities*

Music has always been a fine art which has been enjoyed and appreciated by blind people. In accordance with a practice long established, tickets are distributed each year to many musical affairs in Cleveland. The Society, through the kindness of Miss Josephine Grasselli, has had regular seats at the Cleveland Symphony Orchestra concerts at Severance Hall. Each year, the Metropolitan Opera performances have been enjoyed by well over 1,000 blind people. In 1944, when the LaScala Opera appeared in Cleveland, tickets were made available to those who wished them. From time to time, there were special concerts such as the one in 1944 by Alec Templeton which was not only impressive from a musical standpoint but also served as wonderful encouragement to blind people because of the fact that Mr. Templeton, himself, was blind.

In addition to this activity, a Music Appreciation group was established in 1942 by Mrs. Kermod Gill who invited all those who wished to enroll for the course to meet regularly at her home at the top of Cedar Hill. In 1944, the third season of the Music Appreciation group was held under the leadership of Mrs. Tell Berna who, with the help of Mrs. Cleon Bell, added much to the group. Because Mrs. Berna's home was not always available for meetings, the group met at the homes of members of the Social Service Committee.

In 1944, a contract bridge class was organized for those who enjoyed card playing. The book, *Winning Bridge Made Easy*, by

Goren, was put into Braille. The expenses of brailleing the book were met by volunteer contributions. The class met once each week with the bridge expert of the Cleveland Plain Dealer.

### *Special Parties: The Community Helps*

Whenever people in the Cleveland community felt that they could be helpful to blind people, they stepped forward and offered their assistance. An excellent example of this were the wonderful parties held several times during the year at the Grace Hopkins Ballroom. Grace Hopkins Vail, long a friend of many blind people, managed these affairs with skill, and they were enjoyed by all who attended. Frequently, when one of the club groups wanted to sponsor a dance, they asked Miss Hopkins to help them. In 1945, for example, the Optimist Club Group held two dances at the Grace Hopkins Ballroom, one of them primarily for fund raising purposes.

In 1944, a series of parties began which were to continue for many years. It was thought that a large holiday season party planned by the volunteer groups working together would serve as a wonderful opportunity for people to get together. It was felt, too, that blind people would welcome the opportunity to invite as guests their friends who had helped them throughout the year. The Masonic Group in Cleveland allowed the Society to use the



Allan Sherman Presents Service Award to Grace Hopkins Vail

Woodland Masonic Temple and later, the large Masonic Temple on Euclid Avenue as the party increased in size. Working generally with the help of Mrs. Carl Osborne and volunteers from various committees, the entertainment was worked out under the direction of Winsor French of the Cleveland Press. Refreshments were always provided and served by volunteer committees. At Christmas time, baskets were sent to those people who were unable to leave their homes or who lived in institutions. This program increased in size and importance, particularly during the war years.

### *The Society Studies its Program*

In 1946, Miss Evelyn McKay, specialist from the American Foundation for the Blind, again made a study of the Society. Based on her previous study in 1944, she noted with interest the expanding recreation program of the Society, commenting on its great importance to people in the community. In 1945, the register of the Society numbered about 1,250 persons. Of this number, 973 persons had participated in the recreation program in 1945. Not only was this a fine testimony to the direction given the program by Miss Winsworth and Miss Ruth LaGanke, who was responsible for planning and carrying out of activities, but much credit belongs to the volunteers without whom the recreation program would have been impossible. Although many activities continued to be held at Grasselli House, it became evident that this location, in a rapidly deteriorating neighborhood, was not a good one for recreation programs. The need for new quarters for the Society was once again pointed up.

## CAMPING AT Highbrook Lodge

### *Vacations and Rehabilitation*

SINCE 1927, when Highbrook Lodge was purchased, camping had been an integral and important part of the Society's recreation program. Not only did it provide an opportunity for many people to get away from the city during the warm summer months but, for newly blinded people, it frequently was a very important first step in learning to live more effectively with blindness. Thus Highbrook Lodge came not only to be a place for a wonderful summer vacation but also an important center of the Society's rehabilitation activities.

Questions were frequently raised during these years about the effectiveness of the camping program and its importance as part of the Society's program. Problems regarding maintenance, the fact that it was used for only part of the year, the expense of providing an adequate staff and the ever-present problem of financing were frequently considered at Board meetings. On every occasion, however, it was felt that the advantages of the program outweighed any of the other problems which seemed to be present. Only once



Guide Wires Facilitate Walking at Highbrook Lodge



since 1927 has the camp not been in operation. This was the summer of 1943. In early 1943, Mrs. David W. Frackelton was asked to study the possibilities of opening camp in that year.

In making her report, Mrs. Frackelton made a careful analysis of the various problems which would have to be met. She explained that in 1942, 52 volunteers gave their services, each driving an average of 100 miles in order to transport people to camp. Two hundred and thirty-seven blind people had enjoyed the period at camp at a total cost of \$2,750. She also reported that she felt that camp was an excellent experience for many people and that it was a very important part of the Society's program but added, that because of the impossibility of getting volunteer help with sufficient gasoline to make the trip to camp, transportation would be a real problem. In addition, Mrs. Ethel Patterson, who had been a camp worker for some time, was not available because of her activities in war work. She noted, too, that to secure help in this time of manpower shortages was extremely difficult and that the food problem would be a serious one because of rationing. There seemed to be no way to meet all of these difficulties and the Board voted not to open camp for the 1943 season. In May of 1944, everyone seemed determined to have camp open that year. As Miss LaGanke said in her report in May, "We looked gasoline, tires, and food rationing straight in the eye and said, 'You can't down us this year. We'll have camp in 1944, willy-nilly.'"

Lack of help and the inability to secure a good cook seemed almost to thwart the whole idea. However, thanks to Mrs. Patterson, a cook and helper were secured just 24 hours before camp opened on June 20th. The season lasted for 55 days and a total of 169 campers took part in the camping activities, 21 of whom were there for the first time. Miss LaGanke said in her report of that year, "The benefit of camp is never greater than to the new camper. He takes courage from those who have conquered the very depths through which he is passing. He begins to be independent, whereas before he came, he was a burden to himself and probably felt he was one to everyone else. As he leaves, he frequently tells us that he has already made plans to come again next year."

### *Problems and Physical Changes*

Maintenance of buildings and grounds at camp was a constant problem and because camp was open for a very short time, much doubt was expressed about the extent to which the camp should be

modernized and re-equipped. However, volunteers gave help continuously and made it possible for improvements to be carried out. In 1945, for example, all the wooden walks were replaced by concrete ones connecting the six buildings. Naturally this was a great boon to the people who attended camp. In 1946, thanks to the help of Mrs. Stotter, a new oil burning hot water heater was placed in the main building. While this may not seem like a major repair item, it was greatly appreciated.

Camp continued to be used throughout this period and many blind people each year enjoyed the independent living that it provided — walks in the woods, walks along the road, dances, special parties, sunbathing, good food, swimming and boating or just plain sitting on the porch of the main building for those who preferred it.

Highbrook Lodge was well regarded by people in the local community, and groups from Chardon and the surrounding townships took great delight in visiting camp and providing opportunities for campers to be taken into town for band concerts and various other activities. On Sunday, regular transportation was provided to local churches for all campers who wished to attend. All of these factors made camping at Highbrook Lodge a wonderful experience.

## THE SIGHT RESTORATION PROGRAM

### *New Techniques Spur Action*

**T**HE BEST SERVICE that can be provided for a blind person is restoration of vision. Even a small improvement of vision is very important. For many legally blind persons who have residual vision, continued eye care to maintain this vision is vitally important. In 1944, the Society entered upon a program which was to be of great importance to many persons served by the agency — the Sight Restoration program.

In order to be eligible for service from the Society, determination of legal blindness must be made. On the basis of a report completed by an ophthalmologist, indicating visual acuity, etiology (cause of blindness), primary and secondary pathology, and measurement of the fields of vision, eligibility was determined and a basis for evaluation of medical eye needs was established. Eye reports were secured from the blind person's private physician or from a doctor at one of the hospital clinics in Cleveland.

Early in 1944, upon the recommendation of the "dean" of Cleveland ophthalmologists, Dr. William Evans Bruner, a trustee of the Society for many years, the Sight Restoration program was started. It was designed to help clients regain their vision, or at least gain some useful vision, through the corneal transplant operation. This operation was a recent development in the field, and Dr. Charles I. Thomas, also a Board member, had studied and mastered the operative technique.

The Board of Trustees enthusiastically endorsed the plan and on February 10, 1944, the Society's staff met with Dr. Bruner and Dr. Thomas at Grasselli House to plan the program. The first step was to examine the eye records of all the clients of the Society and to invite those whose condition showed some possibility of improvement to come to Grasselli House for further preliminary examination by Dr. Thomas and Dr. Bruner.

### *The First Reports*

In March, the first significant report was made to the Board of Trustees. The doctors felt that there were 21 cases which might possibly profit from a corneal transplant operation but in the course of this examination, they had found others to whom help might be given through other surgical developments or treatment techniques.



DR. WILLIAM E. BRUNER



DR. CHARLES I. THOMAS

Even though Dr. Thomas and Dr. Bruner were donating their services, it became evident that additional funds would be needed for hospital expenses and special nursing services for some of the people who had operations. Later that year, a committee consisting of Harold T. Clark, Mrs. J. P. Stotter, and Galen Miller was appointed to seek funds for the Sight Restoration Fund which had been established by the Board. Raymond Deutsch suggested that some funds might be used from the Ethel Deutsch Memorial Fund which had recently been established in memory of Mrs. Deutsch.

The next significant report was made in May, 1944, by which time 700 records had been carefully studied and 80 people had been examined. Of this number, 10 or 12 had been recommended for corneal transplants and an additional number for cataract or other operations related to improving conditions where glaucoma was present. In June, it was reported that contributions had come to the Society through Mr. and Mrs. E. J. Kulas from the Kulas Foundation, from Mr. and Mrs. Lester Sears, Mrs. David Swetland, the Ethel Deutsch Memorial Fund, the Brewing Company of America and Mr. A. C. Ernst.

In September, 1944, Dr. Thomas reported on the progress of the program and cited one dramatic case in point, a man blind for some years because of complicated cataracts. At the time he was judged to be blind, it seemed that nothing could be done to help him

because of the complexity of his eye condition. He had remained in a "twilight zone" for fifteen years and for the last six years had been totally blind. Now, upon examination, it was determined that modern techniques of cataract removal had made it possible to assist this man and the operation had been completed successfully. When his glasses had been fitted, he would be ready to become a fully sighted member of the community again and would be able to hold down any job for which his abilities would qualify him.

At this time, Dr. Thomas pointed out that one of the difficulties in corneal transplant operations was that of securing sufficient numbers of corneas at the time they were needed. He spoke of using the newly established Eye Bank for Sight Restoration in New York City and at this meeting the story was told of how the corneas were shipped by plane to the Cleveland Hopkins Airport and then rushed to Lakeside Hospital for use there. Although severely limited by insufficient casework help for interpretation to clients and for a later follow-up program, the program continued in a good way. In October, 1944, Dr. Bruner and Dr. Thomas were recognized by the presentation to them of the Community Distinguished Service Award for their outstanding contributions to community life.

Miss Winsworth commenting on this program says, "This was the most dramatic and thrilling period of all my years at the Society. First there was the preparation of the individual who was to have the operation. Then the wait for the call, 'A cornea is on the way.' I was alerted by Dr. Thomas. The patient was transported to the hospital often late at night. A worker met the plane at the airport and rushed the cornea to the hospital where Dr. Thomas and the patient were waiting for it. There the operation was performed, followed by a period, which always seemed so long, to find out how successful the transplant would be. Not all were completely successful, but most did gain some useful vision. With each patient there was a period of retraining — learning to see again — and for those who had always been without sight, this was a thrilling experience. For those who helped and shared in the experience it was thrilling too. On the way home from the hospital one patient said, 'Please drive slowly, so I can see everything, and let me tell you when the stop-light changes.'"

### *What Was Accomplished: The Record*

The program continued to operate successfully during the ensuing years. The following record, although not complete, will

indicate the wonderful service given to many people. A total of 1400 case records were examined and 332, or 23.7 percent, were originally selected as possible beneficiaries of further treatment. Dr. Thomas reported that 72 persons who were seen might have lost their vision completely without operations, treatment, or proper medical supervision and that 36 persons gained improved vision even though still legally blind. Many of the patients who were seen at our clinics were referred to their own doctors or clinics for continued service.

Not all of the corneal transplant operations were completely successful because the basic cause of corneal scarring was still active and some of the corneas which were transplanted tended to cloud over. The most significant fact which emerged was the need for constant and continuing review of eye cases so that secondary pathology which might be developing could be arrested in time to help the individual save what sight he had and to be constantly alert to the possibility of using new operative procedures.

All of the operations were performed at Lakeside Hospital where excellent cooperation was available at all times. Financing in the program was adequate because there were no medical fees involved. Financial help was given those who could not afford the medical expenses and glasses were purchased for those unable to afford them.

The outstanding work of Dr. Thomas in this program cannot be over-emphasized. Not only did he provide his operative skills at Lakeside Hospital but for many years he continued to see patients who needed follow-up care, without charge to them or to the Society.

## NEW PROGRAMS OF REHABILITATION

### *A New Partnership Developing*

WITH THE PASSAGE of the Barden-LaFollette Act (Public Law 113) in 1943, the State of Ohio and the Federal government were able to become partners with the Society in providing services to blind people which would more adequately meet the needs of those who might be rehabilitated into employment. The provisions of this Act were restricted to civilians who could be employed in a job following appropriate services. The new program was to be administered by existing state agencies for the blind and the state could be reimbursed 50 percent for "any services necessary to render a disabled individual fit to engage in a remunerative occupation." These services included training, maintenance while in training, transportation, physical restoration services, vocational counseling and placement. All of the services, except counseling and placement, could be purchased from appropriate agencies. Each state, in order to qualify for Federal funds, had to work out a plan to be approved by the Office of Vocational Rehabilitation of the Department of Health, Education and Welfare, for administering the program. In Ohio's plan, approved in 1944, the state's policy was to use existing facilities or those to be developed by existing agencies. Thus, the pattern was established for a new partnership between voluntary agencies and state programs, although it was to take some time to develop the working relationship between the Society and the State of Ohio.

### *The Society Helps*

In September, 1944, the first step was taken. James Hyka of the Society's staff was taken onto the payroll of the state to serve as counselor and placement agent for Cuyahoga County under the new program. The Society provided clerical assistance, office space and furniture, as well as preliminary casework service. Under this plan, Federal and state funds became available for many services to people who, under previous plans, could qualify only if they were needy. The Society's workshop was available for work experience and vocational training. Its Home Teacher and other specialists could provide specific rehabilitation services and reimbursement could be made to the Society for these services. Thus, the Society's cooperation was instrumental in making the new program available to the people of Cuyahoga County.

There were many problems in this new "partnership" and frequent conferences were held between state workers and the Society's staff. A significant meeting was held in Columbus in April, 1946, where Carl N. Osborne, President of the Board, and Miss Mabel Winsworth represented the Society. At this meeting, the Society agreed to carry out the preparatory casework with the clients in the Cleveland area and to set up the workshop to be a more effective center for "work training." The state agreed to increase the staff in the Cleveland office. In May, 1946, a new counselor and a person in charge of locating small business opportunities were added to the staff. With Leon Feldman, who had taken Mr. Hyka's place when he left for Washington to train placement agents for the Office of Vocational Rehabilitation, and two secretaries, the state staff totalled five persons. This staff, working closely with that of the Society, began to make some impact in retraining and placing many people who were losing their jobs because of cutbacks in industry.

Through the liberal provisions of Public Law 113, many clients of the Society were sent to college using Federal funds. Later, when it became apparent that many persons were supported in college programs without sufficient thought having been given to the placement of professionally trained blind persons, Ohio was one of the first states to establish a placement specialist and counselor for those seeking professional employment. Dr. Norman Yoder, a Cleveland man, was chosen for the job and under his guidance, significant progress was made.



## EMPLOYMENT OPPORTUNITIES IMPROVE: BLIND PEOPLE CONTRIBUTE TO WAR EFFORT

### *Employment in Industry*

**I**N 1913, the Society had begun to seek opportunities for capable blind people in competitive business and industry. Under Joseph Clunk, in 1919, this program had received great impetus and the principle of selective placement was developed. From 1920 to 1941, worker placement was not centered in one person but at that time, James Hyka was given this responsibility.

Following a period of training in New Jersey, where placement during the early years of the war had been very successful, Mr. Hyka entered upon his new assignment with enthusiasm and skill. In this program, the help of Board members in developing contacts with key industrial personnel was helpful. Although industry was in need of workers, placement of blind workers was slow because of prejudices rooted in past thinking. With the success of early placements to be cited, however, and through the hard work of Mr. Hyka, the program gradually gained more acceptance.



MARTHA SILBERBACH



JAMES F. HYKA

In late 1942 and early 1943, the minutes of the Board meetings indicate that 22 persons were placed in competitive industry. This activity was continued with marked success and many persons who had been trained with skills and who had received good work experience in the Society's workshop were placed in industry. The fact that these workers proved by their ability that they could match the sighted workers when properly placed in selective jobs enabled many of them to gain union seniority and management support for continued employment in the years following the war. In fact, the program was so successful that the Society's workshop had difficulty in securing sufficient manpower, as they, too, were asked to increase production. Gradually, additional people were trained and employment opportunities were extended to a greater number of blind people. No record is available of the total number of placements but it is indicated that more people were placed than in any previous period.

The minutes of the Board in October, 1944, indicate that on this date Mr. Hyka had made his 100th placement in industry. Because of Mr. Hyka's successes in this specialized work, he was asked to become a member of the Washington staff of the Office of Vocational Rehabilitation in 1944. In this position, he trained and supervised placement agents in many of the states for a period of two years, after which he returned to the staff of the Society.

Placement activities of the Society were important in finding opportunities for properly qualified blind persons, but of greater importance was the manner in which these persons carried out their work efficiently, not only by performing equally as well as their sighted partners but by their fine attendance and production records which contributed greatly to employee morale. Cleveland became recognized as one of the leading centers for the utilization of handicapped persons in industry.

Since one of the abilities needed by successfully employed blind persons was the ability to get to and from work, the need for increased skill in independent travel was recognized. The success of mobility programs developed at Valley Forge Hospital under Dr. Richard Hoover led the Society to center the responsibility for this work in Mr. Hyka and Miss Elsie Roeser. This was the beginning of an intensive program of mobility teaching which has been an important part of the Society's rehabilitation program ever since.

## *Employment in the Workshop*

Under the able leadership of Edward Crawford, Business Manager from 1935 through 1957, the Industrial Shop grew in size during the war and post-war years. With the additions to the shop building made in 1937 through money received from the estate of Mrs. Meteline Wickwire, suitable space for factory operations was available. With the development of the semi-automatic looms and the installation of power sewing machines, production in the Weaving and Sewing Departments was stepped up. The results of these improvements were evident in 1940 but it was after 1941 that the strongest gains were made.

## *National Industries for the Blind*

During this period, the rapid growth of National Industries for the Blind and the channeling of work, nationwide, to workshops for the blind had a very stimulating effect on workshop activity. The large volume of government work, necessary to satisfy wartime government requirements, brought opportunities to all the workshops. One of the original members of the group, and qualified by previous experience, our workshop was able to profit greatly by this business, enabling the Society to offer employment to many persons for whom placement in competitive industry was not possible. The following table shows the increase in workshop operations and the amount of business made possible by government orders.

### INDUSTRIAL SHOP: SALES AND WAGES

1942-1948

Year	Sales	Total Shop Wages to Blind Workers	Wages through Govt. Orders Only
1942	\$262,719	\$61,380	\$21,856
1943	293,110	72,445	20,676
1944	248,928	64,494	17,185
1945	296,256	74,769	22,797
1946	193,355	74,708	1,161
1947	222,268	76,419	2,789
1948	287,222	82,463	14,094

The biggest year for government business was 1945. During the next year, there was a drastic drop in government business. Even with this condition, not much change in total sales was noticed because of a wise policy of continuing to supply regular customers during the war and not turning shop production completely over to government work. In 1947, even though the war had ended, the total volume of business was greater than it had been before because it was a period of continuing to supply government work and also a year of rebuilding customer's inventories.

A substantial increase in business in the Broom and Sewing Departments was apparent during these years. With this increased expansion of work, the ever-present problem of sufficient working capital made it necessary to secure frequent bank loans which were always met satisfactorily. During this period the Operating Surplus increased as a result of profitable operations but the Accounts Receivable were always at a high level due to the fact that the government took such a long time to pay. This situation caused many problems and it was very helpful to have four members of the Board of Trustees, Carl N. Osborne, Charles Gleason, Galen Miller and Griswold Wilson to assist in meeting problems as they arose.

At the same time that operations were expanding, there was a scarcity of workers for the workshop because so many were being placed in industry. This was further complicated by a scarcity of raw materials. During part of this time, the supply of broom corn was very short and it was impossible to secure imported corn. Diverting material into the war effort made it increasingly difficult to secure sufficient wire for the production of brooms. In 1944, Mr. Crawford reported that the Broom Shop was 1,000 dozen brooms behind in their orders. Consequently, much overtime work was necessary to approach even the production schedule demanded by orders from industrial plants and government departments.

### *Broom Shop*

Analysis of the shop figures shows that the Broom Shop, as in the past, continued to be the backbone of the shop operation. This is interesting when the operation of the Society's Broom Shop is compared with other workshops for blind persons. In other workshops, the Broom Department frequently operated at a loss, whereas ours operated, for the most part, showing a surplus of income over expenditures, enabling us to carry some of our other shop depart-

ments. The successful operation of the Broom Shop in Cleveland over the years stems from a fundamentally sound basic merchandising policy which was developed by the workshop management in cooperation with the Board of Trustees.

During the early days of the workshop, members of the Board had interceded with large industrial plants and large users of brooms, such as the lake shipping companies, and the Society was able to sell its brooms directly to these users rather than going through a middleman. This enabled the shop to secure the "long" price which was of definite advantage to the workshop program. Since all workshops tend to be somewhat marginal in their operation because they try to pay the maximum possible in wages to blind people, this advantage in price enabled the Broom Shop to show a much better record of earnings than comparable shops. Prior to the war years, the Society had been able to maintain fairly full employment through the winter months. This was particularly true in the Broom Shop which built up large inventories and then sold this stock directly to homes and stores with the help of Boy Scout troops in the Greater Cleveland area.

The Boy Scout sales had become a very important part of the Society's merchandising policy over the years. Because of large sales to industrial plants and because of government orders, it was necessary to discontinue the sale of brooms by the Boy Scouts in 1943. This was of great concern to the Board who hoped that this would be continued after the war years and agreements were entered into with Boy Scout officials to make this possible. An interesting item appears in the minutes of the Annual Meeting of 1943 where it was reported that brooms were supplied to both the Army and Navy in large quantities and that a soldier in Hawaii who had been a Cleveland Boy Scout wrote home about using a broom having a familiar label. In the past, he had been one of the top salesmen of brooms made in the Society's workshop.

Another reason for the outstanding record of the Broom Shop during these years was the excellent management and production planning of the Broom Shop Superintendent, Thomas DeChant. Long skilled in the manufacture of brooms and a working foreman himself, Mr. DeChant, through his ability to repair machines, plan production, and work with the men in the shop, proved to be one of the outstanding leaders during this difficult period.

### *Growth of Other Departments*

Under the leadership of Mrs. Irene Hall, gradual changes had

occurred in the Production Sewing Department, so that they were ready, at the time the government business came to be channeled through the workshop, to assume considerable responsibility for large production. Prior to this time, many craft type articles had been made but now production schedules meant the development of assembly line techniques. For example, 30,000 pillow cases were processed at a time; this heavy production schedule was successfully maintained only as a result of long hours of overtime by all members of the department.

During the war, the Weaving Department remained very small. It was during this time that weaving was changed from hand-type to semi-automatic looms. This was done under the direction of Frank Jasinski, who was skilled in the weaving trade. It was hoped that if this department could be maintained and developed, it would become an important source of employment after the war. Production was held back, however, by the lack of some materials and the rising cost of others, making it difficult to produce merchandise which would sell at competitive prices.

The Caning Department experienced little change during the war. It was a small department, doing mainly repair of old furniture, some institutional work and a few contracts for furniture manufacturing shops. Its operation was hampered during the war years by lack of cane which was imported from the Far East.

### *Growth of the Contract Department*

The Contract Department profited greatly by war work which became available when maximum utilization of manpower was essential. Established in 1937, this department had been developed largely through the efforts of Miss Martha Silberbach, a volunteer worker who saw the possibilities of this type of work for blind people. Through her efforts, many contracts had been secured and it had been proven to many industrial and business firms that blind workers in the Society's workshop could maintain production schedules and turn out work of good caliber. Much of this work was tag wiring and tag stringing. The problem of securing new work was a continual one as was that of finding the kinds of jobs which would enable blind people to secure an adequate wage. It was thought that the Contract Department would eventually become an important part of the rehabilitation program of the Society where workers could be tried out and trained, given work buildup and experience, and later placed in outside industry.

This did prove to be the case in some instances but for the most part, the need to maintain production schedules made it difficult for this rehabilitation work to be done effectively.

### *Employment in the Concession Stand Program*

The first concession stand was opened in 1922 at the Morgan Lithograph Company. This marked the beginning of what seemed at the time to be a very successful placement procedure for blind people. The Society's policy at that time was to secure the location, furnish capital for fixtures and original stock, and choose the operator, allowing him to pay back the original capital investment and eventually secure ownership of the equipment and stock. There were soon as many as 36 stands at one time in the Cleveland area; only four of these stands remained in 1936. There were probably many reasons for this decline. Changes in the use of buildings where stands were located meant loss of stand locations. Some movement of factories in and out of the area resulted in the loss of stand opportunities. There was the possibility, too, that many of the locations were not really suitable for operation by blind people. Some operators needed extensive training to succeed and no carefully organized plan of training for operators was carried out by the Society. While these were contributing factors, lack of supervision was probably the most significant one.

In 1937, following the passage of the Randolph-Sheppard Act (1936) and with the rapid growth of a stand program in Washington under what was called a centrally-managed plan, a new program was started in Cleveland based somewhat on the Washington program. This provided for careful selection and some training of personnel, constant supervision, and retention of title to equipment and stock by the Society. Responsibility for moving operators or modifying situations in the stands was in the hands of the Society's supervisor rather than at the discretion of the operator. The centrally-managed plan also provided central services essential to good business operation.

In 1943, 18 operators were employed in 12 stands under the supervision of Edward Unterzuber. There is little mention of the stand program except in the annual figures which show a gradual increase in the amount of business with consequent financial gains to the operators. There appeared to be quite a great range in the operators' earnings depending on the quality of the locations which had been secured. However, this seemed a very suitable opportunity

for blind people and the supervised program worked fairly well. In 1946, recognizing the need for additional stand locations, a committee of the Board consisting of Jack Krapp, Griswold Wilson and Raymond Deutsch was appointed to assist in the management of the program and to help secure additional locations. Under the supervision of Allen Carol, frequent meetings of the operators were held to discuss problems relating to the operation of the stands.

In October 1947, there were 18 stands—six in hospitals, five in city and county buildings, five in office buildings, two in industrial plants. In September, 1948, a new stand was added and 24 operators were employed in the program. In October, 1948, two new stands were added and the number of people employed increased to 30. Total business in the Concession Stand program for the year 1948 was \$164,060 and operators were paid \$68,221 in wages. A successful program for providing good placement opportunities for blind persons was well under way.

#### CONCESSION STANDS: SALES AND COMMISSIONS, 1942-1948

Year	Sales	Commissions to Operators
1942	Not available	\$26,371
1943	\$160,456	27,696
1944	166,759	28,940
1945	193,409	31,406
1946	231,196	37,260
1947	298,710	47,490
1948	386,155	68,221

#### *The Board Plans for the Post-War Years*

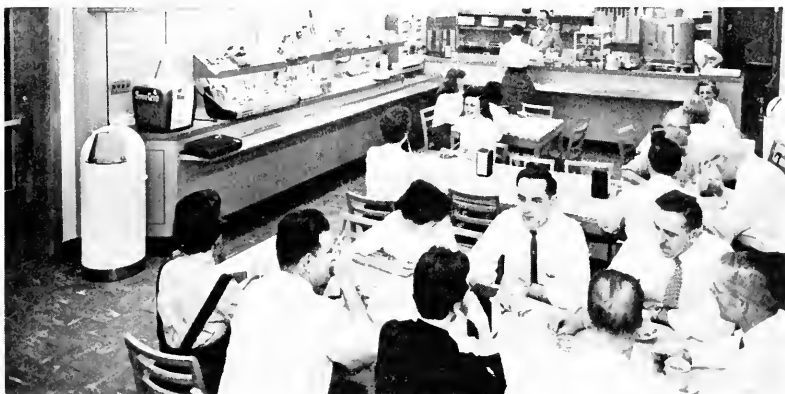
As early as 1943, the minutes of the Board of Trustees meetings express a concern for post-war planning. This forward-looking group felt that many people would be laid off from industrial plants after the war and that the workshop would have to be expanded in order to re-employ them. In 1943, a meeting was held with officials of National Industries for the Blind, Eugene Morgret, C. C. Kleber, and Robert Irwin of the American Foundation for the Blind, to review this problem. At that time, recommendations were made for the establishment of a Mop Department, expansion of the Weaving Department, changes in the Production Sewing Department, and the establishment of a Retail Sales program which



had been found to be successful in Milwaukee and Minneapolis.

Later, in 1945, a committee of the Board was appointed to look further into this problem and one of their recommendations was a Retail Sales program to be carried out under a Retail Sales Manager with space for stockroom and operation to be developed. It was suggested that the area under the Broom Corn Storage Department, a space 40 feet by 40 feet, be utilized for this purpose. Because of the scarcity of building materials, it was not possible to enter into this construction program immediately but in May, 1946, the Retail Sales Room was completed. At that time, however, no stock was available and the beginning of the program was delayed.

At the September, 1945 Board Meeting, following V-J Day, it was reported that many of the shop employees had been laid off following a cutback in the Broom and Contract Departments. Shop employment dropped from a high of about 85 people to 65 at this time. It was also reported that 32 persons had lost their jobs at industrial plants and a real need existed for developing more outlets for products so that more blind people could be employed. The large amounts of overtime which had been worked by shop employees had to be cut down and the employees were regularly working a 40-hour week or less, which meant considerable reduction in earnings. The extent to which these problems were met successfully seems to be indicated by the report in 1948 that the number of people in the workshop had increased to 75. Because of difficulty in securing contract work, it was not possible to employ a larger number of people.



Modern Concession Stand

## *Need for Physical Plant Changes*

With the pressure of the war years somewhat lessened, the attention of the Board was brought to bear on the problem of physical facilities at Grasselli House which were rapidly becoming inadequate not only for workshop operations but also for efficient operation of the business office. The building had become almost totally inadequate for the operation of the Social Service Department. Broadening of the Social Service program and the many activities which the Society expected to undertake, together with the general deterioration of the neighborhood, made it imperative that steps be taken to find new quarters. In 1946, the Grasselli House Building Fund had been started and following the example set by Caesar A. Grasselli, Miss Josephine Grasselli made the first gift to this new fund. Because of the increasing costs of construction and the costs of acquiring land in appropriate locations, it was difficult to decide whether to build a new building on the site of Grasselli House or to secure quarters in another location.

In making plans for a new building, either on the Grasselli House site or in a different location, consideration was also given to the possibility of housing the offices of the Library for the Blind and the State Rehabilitation Services for the Blind. In order to reach some conclusion, Fritz Walker, architect and designer of Severance Hall, drew some tentative plans for a building to be placed on the site of Grasselli House. The idea of housing the Library for the Blind was not included in these plans, although offices for State Rehabilitation Services for the Blind were. The building was designed and discussed and building estimates were secured. When it was found that the cost of the building would be about \$380,000, application for a Capital Accounts Campaign was made to the Welfare Federation of Cleveland. No formal action seems to have been taken on this matter, principally because the Board could not decide whether or not to locate on the Grasselli House site. The Society continued through this period, therefore, in very unsatisfactory, crowded quarters.

## VOLUNTEERS: THE "HEART" OF THE SOCIETY'S PROGRAM

### *Organized Volunteer Work*

SINCE ITS EARLY DAYS, the Society has counted heavily on volunteer workers. Mrs. Palmer, in her chronicle, tells of the splendid work of organized committees and how this work enabled the agency to broaden the scope of its program. During the period, 1943-1949, because of shortage of staff workers, the work of volunteers was particularly important.

The Society's volunteer program is somewhat unique in its organization, differing from other agency volunteer groups engaged in social work activities. The Society's six committees are autonomous groups; this type of organization has had many strengths. Independent of each other, the groups, nonetheless, worked cooperatively on many projects. They maintained an interest in their own geographical area and because of this provided outstanding service to blind people. For example, the Westlake Committee instituted a program of Friendly Visiting, providing a very personal and good service to blind people living on the West Side. Each of the committees held regular meetings at which they discussed programs for blind people and heard about the program needs of the Society as presented to them by Miss Winsworth. Because the volunteers became so thoroughly acquainted with the work of the Society, they were prompted to bring forth many suggestions for improvements and additions to program. Each of the groups maintained their own treasury and used this money to finance special projects in which they were interested. In effect, this served to broaden the base of financial support of the Society and added greatly to the opportunities available for blind people in Cleveland.

### *Social Service Committee*

The first volunteer committee was the Social Service Committee, organized by Mrs. Palmer to help her carry out her work. This committee soon felt that it was unable to carry on a full program of volunteer help as Cleveland grew in size and spread out along the lakefront. As a member of the Board and as chairman of the Social Service Committee, Mrs. David W. Frackelton interested her committee in many aspects of the agency's service program. The Committee took particular interest in the activities of the

Optimist Club and the Music Appreciation groups. Particularly noteworthy during this period was the work of Mrs. Kermode Gill, Mrs. Robert Hall, Mrs. James Lincoln, Mrs. Harry Spitler, Mrs. A. H. Bedell and Miss Emilie Jungermann.

### *Westlake Committee*

The two committee groups which had been formed on the West Side had been merged into one. The Westlake Committee, under the leadership of Mrs. Karl J. Bishop, played an important part in the continuing work of the Society on the West Side. Mrs. Bishop also started the sales-tax redemption program, which was to become very important in financing the camping program. In addition to its Friendly Visiting program, the committee sponsored two club groups, one meeting at the Lakewood Elks club and the other utilizing the facilities of the West Side Community House. This committee was unique in that all of its members were expected to participate in these club activities either in providing transportation, taking part in program planning or in providing and serving refreshments. Committee members also assisted at department store sales and cooperated in such special events as the Christmas party and camp transportation.



The Westlake Committee Helps with Sales Tax Stamps

## *Council Committee*

For many years a group of devoted workers had come to the workshop to assist in the preparation of materials to be manufactured into finished goods. This group, known as the Wednesday Sewing Group, was led by Mrs. J. P. Stotter and Mrs. J. B. Wise. Some members of this group and others from the Council of Jewish Women assisted in the recreation program with clubs which met at the Cedar Central Housing project and the East Cleveland Women's Club. These two groups became affiliated with the Cleveland Chapter of the Council of Jewish Women and came to be known as the Council Committee for the Blind.

The Council Committee organized the department store sales which were held at Halle's, Higbee's, Taylor's and the May Co. Other volunteer committees assisted as sales "clerks," taking responsibility for certain days during which the sales were in progress and a group from each committee joined in "setting up" the sale prior to its opening. Early in the Society's history, these sales were important outlets for products made in the workshop and by home-bound blind persons. During and after the war years the sales were not as large because there was not as much merchandise to be sold. Nevertheless, these sales helped to make the abilities of blind people well known to the community.

## *Junior Committee*

Founded by Mrs. A. A. Stearns, this group of East Side women were interested in helping the Society in all of its services. Working with a club which met at the Hayden Library, the committee provided transportation, programs and refreshments for the club, much as other committees did for other groups. Because of the interest of Mrs. Carl N. Osborne in the theatre, this committee promoted and directed the Society's program of dramatics. Mrs. Osborne and Mrs. Victor Phillips coached and produced these plays with help from all committee members in selling tickets and in securing costumes and stage props.

Members of this group became particularly interested in reading to blind students who were attending Cleveland colleges. In addition to performing this vital and important service, they provided reading service to those who came from all over the world to attend the summer courses at Western Reserve University sponsored by the American Foundation for the Blind.

Two members of the Junior Committee, Mrs. Victor Phillips and

Mrs. Ernest Dempsey, headed the Society's committee to secure clothing to be shipped to blind people in war torn European countries. In a report to the Board of Trustees in 1946, they reported that 6,700 pounds of clothing and over 1,000 pairs of shoes had been shipped to the American Foundation for reshipment to Europe. In this clothing drive many of the blind people of Cleveland were generous contributors.

### *Carrie Turner Committee*

Mrs. Turner became a full-time staff member in 1941. A committee had been organized in 1923 to provide help for Negro blind people in Cleveland. Under the chairmanship of Mrs. Mildred Williams (now Mrs. Mildred Graves), this large group was well organized into various service groups. In addition to providing Friendly Visiting services under Mrs. Turner's skillful direction, the committee provided clothing and financial help to needy persons. They also gave service to three recreation groups as well as assistance in special projects which Mrs. Turner developed.

In addition to all of these activities, the Carrie Turner Committee raised money through various benefits to help them in their work. They provided parties and dances throughout the year and worked cooperatively with the other volunteer committees. Their help was invaluable in providing services which could not have been secured under the budget allocations made to the Society by the Welfare Federation of Cleveland.

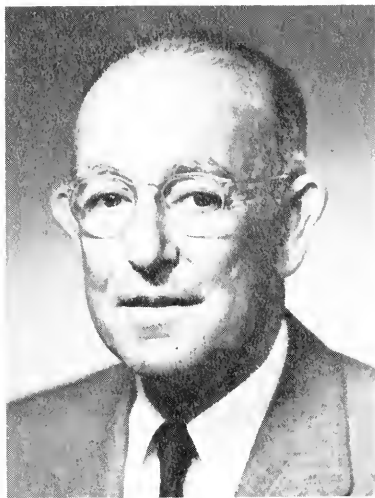
### *Board of Trustees*

During these difficult years, the Board of the Society was very active. In addition to the work of Carl N. Osborne, President during this entire period, Galen Miller, Harold T. Clark, and Charles B. Gleason were particularly active in determining policies and assisting in all activities of the organization. Mrs. David W. Frackelton, chairman of the Social Service Committee and Vice President of the Board, was very helpful because her knowledge of the problems and needs of blind people enabled the Board to be constantly informed about the "grass roots" program of the Society.

The Board was very active, providing both guidance and leadership, and many members who were closely acquainted with certain aspects of the program contributed greatly to the success of the Society's activities through this kind of participation and involvement.



MRS. DAVID W. FRACKELTON



CHARLES B. GLEASON

### *The Importance of Volunteer Work*

Of particular importance during these war years because of lack of professional staff, volunteers assisted the agency in providing essential services. But more than direct service and policy making, they showed, by their intelligent action and sincere interest, that blind people in Cleveland had many understanding friends who wished to help in all ways. Their work was to blind people the community's heart at work for them.



GALEN MILLER



CARL N. OSBORNE

## EDUCATION AND TRAINING OF PROFESSIONAL WORKERS

### *Courses at Western Reserve University*

**I**N 1942, under the leadership of Robert Irwin, the American Foundation for the Blind in cooperation with Western Reserve University established a summer course for training of professional workers in work for the blind. This was prompted by the great need for professionally trained workers. Because of Robert Irwin's interest in Cleveland, where he had started and been for many years supervisor of the Braille classes, and because of the interest of Harold T. Clark, long a trustee of the Society and at that time a trustee of the American Foundation for the Blind, Cleveland seemed a natural place for the course to be started. The Society cooperated with the Foundation in organizing the course and many of the Society's workers attended the course during the years it was held at Western Reserve University.

One of the most important parts of the cooperative work of the Society was to provide volunteer readers to the students who came to attend this course. Social Service Committee members arranged parties, luncheons and picnics in their homes for the students. In addition to cooperating in this way, the Society provided an opportunity for students attending the course to see at first hand the operation of a progressive organization at work. Miss Winsworth and other staff members gave regular talks at the University and supervised field trips to the Society. Summer courses were held in 1942, 1943 and 1944.

### *Robert Irwin's Work Recognized*

Over a period of years, Robert Irwin became an outstanding leader in work for the blind. Upon the establishment of the American Foundation for the Blind, he left Cleveland to become its first director. He provided the leadership for much Federal legislation based on the special needs of blind people. He was instrumental in developing Title X of the Social Security Act which provides for basic financial support of needy blind persons. He also secured recognition of the economic needs of blind people in providing a \$500 exemption in income tax based on blindness and was instrumental in establishing the specialized program under the Barden-LaFollette Act, Public Law 113. His work in raising



standards of work for the blind, in providing a sound program of education in residential and day school classes, and his many other accomplishments led to recognition of his leadership by Western Reserve University which awarded him the Honorary Degree of Doctor of Laws in 1944. Thus, through the work of Dr. Irwin, the Society became a participant and leader in work for blind people, and was recognized as one of the leading organizations working with blind people in the United States.

### *Harold T. Clark's Contributions*

In this connection, the outstanding work of Harold T. Clark over many years should be mentioned. Not only did he take an active interest in the affairs of the Society but also gave leadership to the American Foundation for the Blind in its early years. His advice led to the development of the Foundation as a sound professional organization promoting the interests of blind people in the United States. His close association with Robert Irwin resulted in many fruitful programs for blind people in this country. Later, he also became associated with the American Foundation for Overseas Blind when that organization was established by Dr. Irwin. In 1953, Helen Keller presented the Migel Award to Mr. Clark, on behalf of the American Foundation for the Blind. This is one of the highest awards given in recognition of outstanding service to blind people.



Harold T. Clark Accepts Migel  
Award from Helen Keller



## DEVELOPMENT OF PROGRAMS FOR WAR BLINDED PERSONNEL

### *Board Concern About Its Role*

**D**URING THE EARLY years of the war, minutes of the Board meetings recorded concern about services for veterans blinded during the war. Just what pattern of service for blinded veterans would develop was not clear until 1943 with passage of special legislation. In May, 1944, it was reported that there was one veteran in Cleveland, and that the Society's offered service had been accepted. In September, 1944, it was reported that there were two veterans in Cleveland and the number increased to seven by January, 1945. Crile Hospital had been established as a center for ophthalmic surgery and the Society's Home Teacher frequently visited the hospital at their request to provide Braille teaching and other services.

Mrs. Claybourne George, a member of the Carrie Turner Committee, gave outstanding service to blinded veterans at Crile Hospital. Her warm, understanding help to individuals helped many through this critical period. When it became apparent that a large number of blinded personnel would also have multiple disabilities, Congress enacted the Clark-Walsh Bill, which provided a comprehensive program of hospital and rehabilitative services.

Valley Forge Hospital in Pheonixville, Pennsylvania, became the receiving center for blinded personnel of the European Theatre. Dibble General Hospital in California was a center for veterans of the Pacific Theatre. Navy personnel were given hospital services at the Philadelphia Naval Hospital.

The Army established a comprehensive rehabilitation center at Avon Old Farms, Connecticut where a well-rounded program of rehabilitation services was developed. It was here that one of the first practical demonstrations of the value of the "team approach" which combined many disciplines under the leadership of a coordinator was observed. The American Foundation for the Blind had provided a course of indoctrination for all local offices of the Veterans Administration. They were instructed in the special needs of blind persons and given an opportunity to learn how to work with blind persons. The personnel of the Cleveland office worked closely with the staff of the Society and were able to provide

help to local blinded veterans. It is interesting to note that a Cleveland company, the Brush Development Co., under the leadership of A. L. Williams, was employed by the government to develop electronic travel aids for veterans.

From time to time, in the years following, it was reported that veterans had been served by the Society, although for the most part, their service program was handled entirely through the specialized facilities which have been described.



*Section 2*

**GROWTH AND CHANGE**

1949 - 1958



## THE SOCIETY STUDIES ITS PROGRAM: REPORT OF THE DIRECTOR

### *Appointment of a New Director*

**I**N 1949, Allan W. Sherman became the new Director of the Society, replacing Miss Winsworth who had retired. Mr. Sherman had been educated at Harvard University from where he received his M.A. in 1940. From 1942 until he became Director of the Society in 1949, he was Principal of the Perkins Institution for the Blind in Watertown, Massachusetts.

### *Initiation of the Study*

Soon after assuming his duties in October, 1949, the new Director proceeded with the comprehensive study of the agency's program as had been outlined by the Board of Trustees. Plans for the study, including visits to leading agencies serving blind people and other handicapped groups, were accepted by Hanna Fund, Cleveland Foundation and Beaumont Foundation who jointly and equally shared the cost of the study and the first steps of its implementation. "A Study of Work for the Blind in Cuyahoga County in Relation to the Program of the Cleveland Society for the Blind" was completed in 1950 and presented to the Board of Trustees in January, 1951.

### *Scope of the Study*

The scope of the study was broad and included an analysis of the activities of the Society and a study of the blind population of Cleveland. It was felt that the Society's program should develop from the needs of blind people from a qualitative standpoint and that the extent of services and the program facilities should depend on the number of people served and the amount of community support available. This involved an analysis of social services and specialized services available to blind people by other agencies, both voluntary and tax supported in Greater Cleveland. The study was also to consider the possibility of combining services to handicapped groups including blind people. The possibility of affiliation of the Society with the School of Applied Social Sciences and other departments of Western Reserve University was to be considered.

To secure a sound frame of reference within which to judge

the program of the Society in Cleveland, a careful review of existing literature was made and visits were arranged to 21 agencies working with blind people from New York to California. Additionally, two agencies working with all handicapped groups and five leading agencies working with handicaps other than blindness were visited. The review of the literature and these visits were helpful not only in developing a basic philosophy, but in comparing programs of service to blind people elsewhere with the Society's program. Based on these findings, the report contained a statement of basic objectives for the agency as follows: "The basic objective of an agency for the blind is to assist blinded individuals to overcome the restrictions imposed by blindness so as to help them become integrated into their community. The specialized agency should develop coordinated programs with other agencies to help meet many of the problems which parallel blindness. The private agency also has as one of its jobs the task of securing more understanding of the problems of blind people among professional workers in other fields and among the general public."

### *Relationship with Other Agencies*

The increasing importance of the cooperative relationship between the Society and Ohio State Rehabilitation Services for the Blind was stressed in terms of providing programs of service to blind people which would lead to eventual employment.

A study of the relationship between the Society and the Cuyahoga County Department of Public Welfare which administered the Aid to the Blind program for 290-300 blind people in the community resulted in a cooperative plan to improve services to those people who relied on that agency for basic economic support. Just prior to 1949, the County Welfare Department had been reorganized on an undifferentiated caseload plan and some feelings of rivalry had developed between the two organizations. Once the function of this agency was defined and that of the Society in relation to it, clear areas of responsibility were indicated and the problems worked out on the basis of this fundamental understanding.

A review of the relationship between the Society and the Ohio State Services for the Blind and the Cleveland Public Library indicated that these areas of service were fairly well defined. Ohio State Services for the Blind had primary responsibility for providing a service program to blind people throughout the state. In doing this, they had developed a plan which permitted the Society to



serve as its representative in Cuyahoga County giving direct service to blind people. The Society, as the agent of the state, distributed Talking Book machines and assisted the Library in registering people who used Braille and Talking Book records through the Library of Congress program.

The programs of service to pre-school blind children and the educational plan which utilized the Cleveland Braille classes and the Ohio State School for the Blind were reviewed and there seemed to be no duplication of services in these areas. Later changes were to result in a very close working relationship between the Cleveland Board of Education and the Society.

### *Other Community Services*

In reviewing the services which were available in the community for blind people, it was found that other agencies such as the Family Service Association, the Visiting Nurse Association and the settlement houses were anxious to work cooperatively with the Society in providing services to blind people of a specialized nature not related to blindness itself. These services had been used effectively in the past and it was felt that even more effective use could be made to enable blind persons to have the best specialized services of the community available to them. This section of the report concluded with the statement that the "blind people of Cleveland are fortunate to have so many community services directly available to them. The Society should be the agent through which these services are effectively used by blind people. This means fuller utilization of community resources as the Society plans its own program, as well as continued education of workers in other agencies through close working contacts, appropriate literature and formal training and in-service training at Western Reserve University conducted by the staff at the Society."

In the section on specialized vs. undifferentiated service to the handicapped, it was pointed out that agencies which specialize in work with a single group of handicapped people tend to provide more effective services to the specialized groups. A study of agencies giving undifferentiated service to all handicapped groups indicated that they tended to give less adequate service to blind people. While it was felt that continuing study should be given to a more effective working relationship among agencies in Cleveland serving handicapped groups, the report recommended that the Society continue to operate as a specialized agency because of the basic differences

of approach in the rehabilitation of blind people and because of the large blind population in the Cleveland community.

### *Analysis of Cleveland's Blind Population*

The report presented an analysis of the blind population of Cleveland with respect to several criteria. In carrying out this study, individual cards were made for the 1201 persons on the Society's register at the time and 46 cases not registered at the Society but being given service by other agencies. With the help of the professional staff of the Society and with the assistance of trained volunteers who read case records and made notations on the record cards, this study was completed after several months of hard work. Through the help of Mrs. Ruth Lucas of the Central Volunteer Bureau, Miss Betsy King, Mrs. Thomas Castle, Mrs. Joseph Stokely and Mrs. Thomas Quintrell helped immeasurably in developing these records. The results of the study indicated that the blind population of Cleveland was quite similar to that of other urban areas. The one significant difference at that time was the relatively small number of pre-school blind children as compared with New York, Boston, Chicago, and Los Angeles. Changes were to occur in this area very soon which were to make the Cleveland situation resemble more closely that which existed in other large urban areas.

Viewing the results of these studies in relation to the existing staff of the Society indicated several areas where improved and changed services were needed. A study of the blind population of Cleveland was very helpful because it gave a strong base for both qualitative and quantitative analysis of program needs. With the help of the Welfare Federation Department of Research, census tract studies of the population were made. A concentration of blind persons in the 55th St.-Central Area and a general spreading of the entire blind population throughout the county were indicated, a factor which was of significance for program development.

Comparing the blind population of Cleveland with that of other areas, it was clear that there were many blind persons in Cleveland who were not known to the Society or to other specialized agencies. In this respect, Cleveland seemed about the same as other large urban areas. This pointed to a need for improved case finding methods and better education of referral sources in order to bring an adequate service program to all blind people. Attention was called to the key role of the ophthalmologist in preparing

newly blinded persons to accept rehabilitation. Particular emphasis was placed on the need to study the program for older blind persons in view of the increasing longevity of the general population which would tend to result in increased numbers of blind people among the older group. After careful discussion of program areas needing change and suggesting staff to carry out these changes, the report made 22 specific recommendations to the Board of Trustees. Most of these program areas will be discussed in later sections.

### *Need for Physical Plant Changes*

The report also indicated a pressing need for changes in the Society's physical facilities as it had been obvious for some time that Grasselli House was not adequate to meet the expanding needs of the Society's program. A suitable location was one of the major problems to be considered in making physical plant changes.

One new concept which the report discussed was the possibility of dividing the Industrial Shop operation from the Social Service Department. Many of the larger agencies in the country had several physical facilities and seemed to operate in this way with a minimum of loss in administrative efficiency. This was a concept which was to receive study at a later time and was eventually to serve as a means of bringing to a successful conclusion an improvement in physical plant facilities.

### *Summary*

The 22 recommendations made in the report are printed in Appendix 1 of this chronicle to serve as points of reference for comparing program developments. While the report did not contain a specific recommendation for the employment of professionally trained personnel, the Board, on the recommendation of the Director, agreed to the principle that whenever possible the Society should secure professionally trained personnel for staff positions.

The report was accepted by the Board and those recommendations which could be carried out at once were given consideration by the Board. Those recommendations which would take time to implement were to receive consideration throughout the next few years in the Society's development.

The first major change of significance was the activity of the Building Committee which led to important changes in the physical facilities of the Society during the year 1951.

## PHYSICAL PLANT CHANGES

### *Changes Needed*

FROM THE TIME that Grasselli House had been given to the Society by Caesar Grasselli in 1918, it had served the Society's needs. Although it had been well maintained, it had begun to show its years. Increased workshop business during the war years, the addition of a Retail Sales program and the expansion of the Concession Stand program, together with the increased bookkeeping load resulting from all of these services, made the space very crowded and inadequate for efficient operation. Grasselli House, which had served as the Social Service Center, had become an old friend to many blind people who had spent happy hours there, but it was no longer suitable because of the deterioration of the neighborhood and increased staff. Changes in the neighborhood and lack of adequate parking facilities also made it difficult for the Society's volunteer program to operate effectively. In addition, the building now required heavy maintenance expenses each year and the Welfare Federation, as well as the Board of the Society, felt it desirable that some plan be initiated for new facilities.

The deterioration of the 55th Street area was a problem not only for the Society, but for the entire community. For a short period of time, the development of the Carver Park and the Outhwaite Housing Project had made it seem as though the neighborhood might be on the way back, but the plan which had been started had not been completely carried out. The community, therefore, had become concerned about the problem of urban redevelopment in the Central Avenue area. A committee was appointed by the Mayor with Ernest Bohn serving as chairman. Representatives from the Society, the Cleveland Rehabilitation Center, Goodwill Industries, Salvation Army, as well as representatives from the three large industries in the area, Thompson Products, Eaton Manufacturing and the Virden Company served on the committee. Several meetings were held and various possibilities, all of which seemed quite interesting, were considered. The group, however, was considering a ten-year redevelopment plan and the Society felt that this was not feasible in view of its immediate needs.

### *Building Committee Appointed*

In February, 1951, Mrs. Kelvin Smith, on assuming responsibility as President of the Society, immediately appointed a Building



MRS. GEORGE S. CASE, JR.



MRS. KELVIN SMITH

Committee consisting of Lester Sears, chairman, Harold T. Clark, Galen Miller and James B. Wolf. This committee was asked to seek a new location for the Society's activities and in its preliminary deliberations decided to look for an area which would have the same advantages as the 55th Street location. The committee also decided that if a suitable situation developed, it would be willing to separate the Social Service activities from the manufacturing activities of the Society.

In May, 1951, Mr. Wolf advised Mr. Sears of the availability of a property at 1958 East 93rd Street. Members of the Building Committee, together with the Director, visited the location and reported favorably to the Board of Trustees. The Board urged the committee to study the matter to see if the location was suitable for the Social Service activities of the Society. It was also essential to clear the matter with the Welfare Federation since they assumed some responsibility for maintenance of agency buildings.

### *Building Committee Acts: Social Service Center*

The Building Committee recommended that the 93rd Street building be considered as temporary headquarters until some solution could be devised for the 55th Street location. The 93rd Street building was well located, both for public transportation and for

volunteer assistance. The first floor contained space to house the recreation program, some teaching space, and with renovations a good working kitchen arrangement could be developed. The second floor had suitable space for administrative offices and the casework department. The basement of the building did not seem immediately suitable for anything but held promise of being renovated for use as a center for rehabilitation work as recommended in the report of the Director in 1951.

In view of the fact that this was to be considered a temporary location and with the promise that the Society would provide sufficient renovations to make any major repairs unnecessary for some time, approval was secured from the Special Repair Committee of the Welfare Federation. Incorporated in the committee's plan were the recommendations of the City Building Department and the Cleveland Fire Department as to changes which would have to be made if the building were to be used by the Society.

On June 15, 1951, the Building Committee, through its chairman, Lester Sears, recommended to the Board that they buy the property on 93rd Street for \$31,000 and proceed to effect necessary changes to make it suitable for the Society's Social Service Department operation. The Board accepted the recommendation and Mr. Coolidge, Treasurer, was instructed to arrange for financing from



Social Service Center, 1958 East 93rd Street

the Building Fund which at that time amounted to \$82,000. Mr. Clark offered to do the necessary legal work without cost to the Society. At the same meeting, Mrs. George S. Case, Jr. was appointed House Chairman of the 93rd Street property and asked to develop her own committee to take care of the necessary furnishings and equipment for the new location.

It was suggested that the Cleveland Foundation and Hanna Fund, together with other local foundations, be approached to determine their possible interest in the development of the Rehabilitation Center plan. Several meetings were held with Leyton Carter, then Director of the Cleveland Foundation, and with representatives of Hanna Fund, who together agreed to underwrite the cost of equipping and making ready the basement of the 93rd Street property for the Rehabilitation Center program. Mrs. Case and her committee went to work immediately and reported at the September meeting of the Board that they had secured the cooperation of the East Ohio Gas Company and the Republic Steel Company for complete remodeling of the kitchen and for installation of a modern model kitchen to be used for preparation of food as well as for teaching of home economics. The large department stores had been approached and had agreed to furnish substantial amounts of carpeting and other furnishings for the building. The volunteer committees had been solicited to determine their interest in taking on some of the necessary renovations and procurement of suitable furnishings. A contractor was found who could do the work under the specifications drawn up by Charles Bacon Rowley Associates, architects. The basement and the kitchen were completely renovated, a new roof put on the building, a complete painting job was done, as was some redecorating of the interior. Relatively few structural changes had to be made other than in the basement. In December, 1951, the Social Service Department moved from 55th Street to the new location. Parking space was made available for 16 cars in front of the building by blacktopping the lawn area.

While the 93rd Street building was not specifically designed for the Society's use, it had many features that would have been impossible to incorporate in a modern building except at excessive cost. The attractive social hall, the dining room, and the open space for offices were very satisfactory and with the renovation of the basement area, the building was to serve well for many years. It enabled the Society to put into effect fairly quickly some of the recommendations included in the Director's report of 1951.

## *Immediate Results for Program Activities*

The enthusiasm engendered by the new location at 93rd Street meant an increased interest in the Society's activities on the part of volunteers who found the new building more accessible. They now felt that they could be more helpful in the Society's total program. Most important, however, was the feeling on the part of blind people that they had an adequate building in a location that was easy to reach and in a much more desirable neighborhood. In short, the 93rd Street building proved to be a very helpful facility to the Society at a time when change was absolutely necessary. It served well in the years from 1951 to 1958.

## *New Retail Sales Headquarters*

Having temporarily solved this problem, the Building Committee was now in a position to give attention to the situation at 55th Street. Galen Miller, a member of the Board of Trustees of the Society, and then President of the Welfare Federation, urged the Building Committee to give some thought to replacement of Grasselli House because of the high maintenance cost. At this time, the Society had the advantage of a survey of its industrial operation by the Trundle Engineering Corporation. Their report indicated many changes which would be desirable in order to secure more adequate space for certain operations and to improve working conditions in the plant. The survey recommended that more space be found for the Retail Sales Department which had been established in 1949 and which had developed in a satisfactory way by 1951. It was finally decided to move the Retail Sales Department to 8128 Carnegie Avenue where it would occupy space in cooperation with the Homecrafters Shop. This was made available through the generosity of Warren Corning, owner of the building, who agreed to let the Society occupy this space at a nominal cost. Thus, at the end of 1951, the Society was operating in three locations instead of one but things seemed to be going along well. The problem which was still to be resolved was that of Grasselli House and the 55th Street operation.

## *"Operation 55" Started*

At this time, the Building Committee decided it would be well to consider continuing the industrial manufacturing operations at 55th Street because that location had certain definite advantages. This was supported by the fact that the property had been given to the Society by Caesar Grasselli for perpetual use and while



this problem might have been overcome, there was sentiment attached to the property which was very real in the minds of all. It soon became apparent to the Building Committee that if they were going to consider a building program at the 55th Street location, they would have to secure additional funds. In 1949, Charles B. Gleason had been authorized by the Board of Trustees to write a letter to the Capital Accounts Committee of the Welfare Federation requesting permission for the Society to engage in a Capital Accounts Campaign. In June, 1951, Mrs. Smith referred to this original letter by Mr. Gleason which had not been followed up at that time and revoiced again the request that the Society be permitted to engage in a Capital Accounts Campaign for the purpose of building a new shop building on 55th Street.

In November, 1951, the Board minutes reaffirmed the charge to the Building Committee to proceed with the improvement of the shops and the demolition of Grasselli House. It is interesting to note that the motion to demolish Grasselli House was made by Miss Josephine Grasselli who said, "The old house has served us well and I think we should be finished with it now." Thus, the house where Miss Grasselli grew up as a child was to be demolished by her own motion made at the Board of Trustees meeting in November. In January, 1952, C. B. Rowley and Associates were hired to prepare plans for the workshop.

In the meantime, Dr. Scott Inkley had been appointed to serve as medical consultant to the Society. Dr. Inkley was asked to review carefully the needs of the shop for medical and other facilities which would concern the health and well-being of shop employees. At this time, too, the Director strongly recommended that careful consideration be given to the adequacy of the lighting in the shop. Because of the number of partially sighted people employed in the workshop, he felt that the lighting should be the best that was then available. The Building Committee had suggested to Mr. Rowley that he draw up plans for the shop in accordance with recommendations of the Shop Manager, the Director and the Building Committee. In addition, a committee of shop employees met many times to express ideas and to check over the plans. The group made many practical suggestions which were incorporated in the final plans.

### *Building Fund Campaign Succeeds*

At the March, 1952, meeting of the Board, the President appointed a committee to raise necessary funds when the approval of the

Capital Accounts Committee of the Welfare Federation had been secured. At this time there was \$65,000 in the Building Fund, recent gifts having almost equalled the cost of purchase and renovation for the 93rd Street building. The Finance Committee was charged to study the finances of the Society and to recommend the amount of money to be raised in a Capital Accounts Campaign. It was felt at this time that the goal of the Capital Accounts Campaign should be \$175,000. However, in view of rising prices and possible additional costs involved, it was deemed advisable to ask for a Capital Accounts Campaign to total \$225,000. Having secured the approval of the Health Council for this building program, a second letter containing all the necessary data was sent to the chairman of the Welfare Federation Capital Accounts Committee, Louis B. Seltzer, to urge action so that the Society's program could get under way without delay. It was reported in June, 1952, that approval had been secured for a "quiet" Capital Accounts Campaign in the amount of \$225,000.

Harold T. Clark reported at the June meeting that he was optimistic about the possibilities of raising this money and stated that he would promise a total of \$100,000 from an anonymous source and from three foundations. Lester Sears was appointed chairman of the committee. Galen Miller was made co-chairman in charge of corporate gifts. Charles Gleason was in charge of individual gifts. The President, Mrs. Kelvin Smith, proceeded with the organization of a Women's Committee. At this meeting, Mrs. D. W. Frackelton reported on an Open House which had been held at 93rd Street on May 8th, indicating that considerable interest had been expressed in the building by all those who had attended and that it was a good beginning for a Capital Accounts Campaign.

Meetings of the Executive Committee and the Board of Trustees in September and October, 1952, were very exciting. It was reported at the Executive Committee meeting in September that a total of \$249,000 had been raised to date. This was reaffirmed at the meeting of the Board of Trustees that month when Mr. Sears gave a full report of the Building Fund Campaign. In October, 1952, Mr. Sears reported that \$266,800 had been raised and that the Building Fund now totalled \$339,000. He said that the plans had been substantially completed and that the estimate of building cost was \$283,800.

### *"Operation 55" Completed*

The contract for the new building was awarded to the Dunbar

Construction Company. At the Board Meeting of January, 1953, Mr. Miller reported for the Building Committee that "good progress is being made on Operation 55." Grasselli House had been completely torn down and the cellar hole for the new two story addition had been excavated. The Executive Committee had approved additional expenditures for relighting and painting the inside of the old shop building. Mr. Miller also indicated that while it seemed that the expenses of building the new plant would considerably exceed the base bid, the Society was fortunate in receiving additional contributions to the Building Fund which would help defray these expenses, and which would also make possible the installation of a complete sprinkler system and a new waste-burning incinerator.

The successful Building Fund Campaign included substantial gifts from foundations and individuals, indicating good support of the agency's program by the community. Substantial contributions had been received from people who had been friends of the Society for many years and still maintained an interest in its activities.

The building was turned over to the Society in December, 1953. The new workshop was hailed as one of the most modern in work for the blind and it was felt that the building would provide a good base for industrial operations for many years to come. It is significant, too, that the building was planned with the help of the blind people it was expected to serve. The Society's industrial operation could now be conducted in a modern, well-lighted, well-ventilated building which provided adequate locker room facilities, good lunch room facilities, and more adequate office space for



Industrial Division, 2275 East 55th Street

administrative and accounting staff, as well as facilities for social work and medical services. When the new building was completed, space was prepared for the Retail Sales Department which was moved during the year 1954 from the Carnegie Avenue location back to 55th Street. In addition to adequate workshop space, fine loading facilities, garage space for trucks and cars, more adequate parking facilities were available. Because of limitations in land, the parking situation was not good but it was much improved over what it had previously been.

With a modern building there was a great challenge to use it fully and effectively. Morale was high among workers in the shop, not only because of the improvements, but also because of the interest shown by the community in providing funds for these improvements. Through 1954-57, additional business was gradually secured and the space became fully used.

### *Additional Workshop Space Needed, 1957*

By 1957, expansion of the Contract Department, through a new type contract which required powered assembly line belts for most efficient handling, made additional space necessary if this new business were to be exploited fully. The need for some additional office space for the expanding Concession Stand program, for the Contract Work Procurement Office, and storage, office and materials-preparation space for the Home Industries program added to the problem. As business increased, space was needed for a training section where prospective workers could be evaluated and employees could be trained at higher skill levels. The Shop Committee of the Board entered upon careful study of how to meet these needs.

The Director recommended the construction of a second floor above the existing garage space as the most economical way of meeting this space need. He further recommended making application to the Office of Vocational Rehabilitation for Federal financial assistance in constructing an "extension and improvement" of sheltered workshop facilities.

The new Rehabilitation Act (Public Law 565) had made possible, for the first time, direct grants of Federal money to voluntary agencies. Under this plan, Federal funds could be used to pay for two-thirds of the cost provided the Society would furnish the additional one-third. The Board accepted this financing recommendation and with the approval of the State of Ohio, Division

of Social Administration, application was made. The application was well received and an original grant of \$20,640 was made to the Society.

Later as more Federal money became available in Ohio, an additional grant was received. The total was \$28,565 and was matched by \$15,037 of Society funds. The construction, carried out by the Higley Company (Architect Charles Bacon Rowley and Associates), was completed in 1958, and provided 2,700 square feet of additional space. Before the construction was completed, plans were made for installation of a carrier-conveyor from the loading dock to the new space to facilitate handling of materials. This was almost essential in order to reduce costs in handling the new contract work materials. Financing of this machinery and other labor-saving and efficiency-promoting devices for factory and office was provided by generous gifts from Mr. and Mrs. Herbert T. McAnly. The Society's share of financing the new addition was secured from unrestricted funds in the Society's Special Purpose Fund.

## THE SOCIAL SERVICE PROGRAM

### *Helping a Blind Person*

THE SOCIETY OFFERS many services to each blind person who seeks help based on his needs, his wishes and his readiness to accept and use any given service. Providing a full, coordinated program of service for each individual has always been a challenge to administration in agencies for the blind. The Cleveland program historically had been "casework" oriented. What is the "casework" approach?

The Society's goal of service is to help each blind person continue to live as fully as possible after the onset of blindness. While life is a process of constant adjustment for every person, for the newly blinded person this process is complicated and intensified by a new set of circumstances—physical, psychological and social—to which he must also adjust. Traditional stereotypes and concepts about blindness, the very serious physical, psychological and social limitations imposed by blindness itself, the negative or pitying attitudes of family and others with whom the blind person comes in contact in his daily environment—all of these are new factors which the blinded person must learn to understand and to work with.

### *Role of the Caseworker*

It is the role of the caseworker to assist the individual in this "understanding" process. Trained and experienced in working with people in this way, the caseworker must also have a good understanding of the special problems of blindness. The caseworker must secure an understanding of the individual's needs and problems and the environment in which he lives; he then seeks to help the individual achieve this understanding and become receptive to using services to accomplish his goals. In working to understand the individual and assisting him to understand himself, the caseworker uses the skills of interviewing as well as the skills of specialists such as the communications instructor, the mobility trainer, the psychologist, the group worker and others.

There is no set pattern and each program is individualized. A major preliminary goal is to replace the "negative" attitude of the newly blinded person with a positive feeling of understanding his new situation so that he may help himself and learn to accept help from others. Many workers feel that the blind person must

learn to make a "new life;" others call this process one of "reorganizing" his life under new circumstances. In this dynamic process, the caseworker is usually a key person because it is through him that the individual finds a "unity" as contrasted with single specialized services.

In casework practice it is not the role of the caseworker to make decisions for the individual, but rather to help him understand his problem, know what help is available and then to have him make his own decisions. In the case of many blind persons, more "directive" casework than with other handicapped groups or other human problem areas may be desired. This may be because blindness seems such a crippling disability and because our cultural heritage has held that blindness is a hopeless and a helpless situation. Frequently this is true with older persons who, in addition to the problems of aging, are faced with the problem of blindness. The combination is often overpowering in its effect on the individual, greatly reducing motivation for adjustment. Again, the approach to adjustment does not follow set patterns, and frequently begins with a rather simple service such as providing a Talking Book machine, enrollment in a social club or instruction in self-care at home. Very frequently, association with others of the same age group furnishes the key to motivation for more complete adjustment. This "group work" area of practice is becoming of increasing importance and more is being learned about how to provide effective service to older people.

### *The Traditional Approach*

The traditional approach to providing assistance to blind persons was through the Home Teacher. The Home Teacher, usually a blind person, was trained in the teaching of Braille, typewriting crafts, and homemaking skills. In addition, the teacher had some training and experience in what has come to be known as "casework practice." The Home Teacher was, and still is in most rural areas, the only professional person who came in contact with the blind person. All services were either performed by the teacher or secured through her. The fact that the teacher was usually blind was felt to be important in serving as an example of the competency which could be achieved by a blind person. Over the years, especially in urban areas and in Cleveland particularly, other professional workers came to be employed and the Home Teacher became a specialist to be used for those persons who were "homebound"

and could not avail themselves of the services of other specialists. In urban areas, workers who had special skills came more and more to be used to improve the quality of services to blind people.

As the Society's program of services developed over the years, the caseworker tried to enable the individual to utilize as many of these specialized services as seemed appropriate to his needs. Thus, for the individual who needed employment, for example, there was the help of the placement specialist who helped find an appropriate job in private industry or business, in the Society's workshop or in its Concession Stand program. For the individual who needed a recreation outlet, a broad program of such activities was available, including the Society's summer camp, Highbrook Lodge. All of these special services were "tools" to be used by the individual and the caseworker in meeting the problems of blindness.

### *Changing the Focus of Casework Practice*

Prior to 1949, the Society's caseworkers worked with blind persons in an assigned area of the city. When the help of a specialist was needed, it was secured from the worker skilled in the specialty. In effect, therefore, the caseworker was frequently a specialist, as well. As part of the worker's "caseload," he was expected to have contact with each blind person in his area at least once a year, although many individuals who were contacted might not need help at that time. In view of the increasing complexity of administering a service program so that all of the assistance which could be provided to a blind person could be made available to him, a change seemed to be indicated in the casework practices of the agency. The complexity of community referrals made some centralization of the casework plan desirable.

In 1950, in line with the Director's study of the agency's service program and in light of the growing complexity of service programs, this plan was changed and the small staff began a program designed to provide more intensive service to fewer people. At the same time, the specialists began to give more time to clients who needed their special help and they no longer continued to carry a generalized caseload. This change was made in line with modern practice. At no time during this period did the Society have sufficient staff to cover the work which was required. As time went on, the special training of the vocational counselor was added to the team and later, the skill and help of the psychologist.



## *The Intake Process*

In this new plan it was immediately apparent that coordination of services for an individual would have to be directed by a supervisor who could guide the caseworkers in planning services for individuals. In a relatively small agency such as the Society, it was felt that this could be combined with the "intake" function. Intake is the process of determining the person's eligibility for the services of the agency and in discovering the person's needs, problems, goals and capacities sufficiently well to initiate service. This consists of securing an eye report from the person's ophthalmologist, determining any special medical needs, securing basic information about the person, and trying to determine the person's immediate needs. In many situations, the blind person is faced with a pressing economic problem which must be met. Knowledge of community financial resources and the operation of various public assistance programs are required to help him meet this need.

For many years, Miss Winsworth had recommended that a trained supervisor be secured to assist the Society in its casework program. During the war years, trained staff was difficult to secure and it was not until February, 1950, that the Director was able to secure the services of a trained and experienced casework supervisor who came to the staff with long experience in family casework. She supervised the casework and recreation staff, carried on the intake process, and helped staff members learn to utilize the skills of a trained casework supervisor. Coming into an agency where professional supervision had not previously been part of the program was a difficult task and this period in the Society's history was marked by much stress among staff members who had been with the agency for many years. Gradually, however, the plan was worked out in actual practice and the new program of intensified casework, utilizing specialists in various services, was made to work more effectively. At this time, the Society's program began to move in the direction of a Rehabilitation Center which had been one of the recommendations of the Director's report in 1950.

Hindsight, of course, is better than foresight. It is interesting to look back on these difficult times and to point out some of the gains that were made as a result of this program change. It is only fair, however, to point out some of the weaknesses which resulted. Gains were made in improved depth of service to individuals; at the same time the contact which had been maintained by the caseworkers with people on an area basis was lost. This probably

resulted in failure of the Society to meet the needs of many individuals. Justification for continuation of the more intensive program, however, was on the basis of insufficient staff to carry out both kinds of programs; it was felt that quality service was more important than quantity service. Better organization of case-work services and some improvement in case record keeping resulted. The broad recreation program which had been carried on by the Society for many years was brought into the total picture under supervision.

### *Helping People with Financial Problems*

The analysis of the Society's caseload in 1949-50 showed that there were many blind people who did not have a major financial problem. The study did indicate, however, that there were many people who, following the onset of blindness with the consequent loss of employment, did need financial assistance, at least until they had adjusted to blindness and had secured another job. There were other people, some with families, who needed financial assistance on a continuing basis.

### *The Aid to the Blind Program*

Providing basic financial help to needy people had come to be a function of the Federal, state, county and municipal governments. In the Cleveland area, the municipalities maintained relief funds to assist residents on a temporary basis. The ongoing and more permanent financial aid programs were administered by the Cuyahoga County Welfare Department using county, state and Federal funds for specific programs. The Aid to the Blind program which was established under Title X of the Social Security Act in 1935 used both Federal and state funds and recognized the special needs of blind persons. The administration of this program was carried out by caseworkers who worked with relief applicants, blind and sighted. Basic relief was provided where need was determined to exist after an investigation of needs and resources of the applicant. This plan, developed during and following the depression years, has come to be known as the "means" test. Therefore, financial assistance was always related to "need" and there was no such thing as a "pension" provided in Ohio. The maximum grant under the Aid to the Blind program has been increased over the years and in 1957 was raised by law to \$65 per month. For some individuals, supplementation from county funds was pos-

sible, and for families with children, additional help was available from Federal and state funds under the Aid to Dependent Children program.

In the Cleveland area, the County Welfare Department carried an average caseload of 300 blind persons each month during the years 1955-1958. This was much lower than in other urban centers in Ohio and is explained, at least in part, by the success of the Society's program in securing employment opportunities for blind persons in industry and business, in its workshop and its Concession Stand program.

The Cuyahoga County Welfare Department is a public agency operating under laws and regulations which limit its flexibility. It is also a very large agency serving all groups of needy people, and service to blind people is only a small part of its total program. Frequently, Society workers disagreed with county workers because of the latter's lack of understanding of the special needs of blind persons. In 1949 and 1950 these disagreements had become serious, but by 1956, a sound working relationship had been developed. On the Society's part, this was a major contribution of Al Anderson, who became Casework Supervisor and Administrative Assistant in 1953. He was able to give guidance and direction to the professional workers of both agencies through conferences and to give understanding supervision to the Society's corps of Friendly Visitors, many of whom worked with blind people whose basic financial support came from the County Welfare Department.

### *Additional Federal Programs*

In 1940, recognizing the special economic restrictions imposed by blindness, Congress had made it possible for blind individuals to claim a tax exemption for blindness. This has been of great help to all blind persons, but particularly to those who are employed.

In 1954, the Social Security Act was amended by a provision which enabled a blind person to qualify for assistance even though he or she might be employed. This provision made it possible for a blind person to earn up to \$50 per month without affecting his Aid to the Blind grant. This law was designed to encourage blind persons to work and has been reasonably successful, although in an inflationary period it has not been as effective as its proponents hoped it would be.

In 1957, Title 2 of the Social Security Act, relating to disability payments, was amended to provide "the disability freeze." This,

in effect, made it possible for persons "totally disabled" through blindness or other disability to begin to collect Social Security benefits at age fifty even though they could no longer work in a "covered" occupation because of their disability. As yet, it is difficult to determine the effectiveness of this change.

Blind persons who are 65 and over may qualify for benefits under the Aid for the Aged program. Under this plan, a maximum grant of \$65 is possible. Because of restrictions relating to employment and other factors, most blind persons tend to apply for help under the Aid to the Blind program.

As has been pointed out in a previous section, Federal and state funds became available under Public Law 113 and Public Law 565 for clients who showed promise of being rehabilitated into employment. These laws made money available, without regard to need, for the purchase of training, training supplies, transportation while in training and other equipment which would assist a person to become self supporting. In addition, funds were available for basic maintenance while in a rehabilitation program. These funds were administered by the Ohio State Rehabilitation Services for the Blind. While policies had to be related to the need of the trainee, such policies were more liberal than those of the public assistance program could be, with consequent benefit to the client who was being rehabilitated. Frequently, rehabilitation funds and public assistance monies were combined to provide the needed basic financial assistance.

### *Help from Private Sources*

Some assistance in Cuyahoga County was also available to blind persons from private philanthropic sources. A well-developed program of out-patient and in-patient medical care, supported cooperatively by the Community Chest and the County Welfare Department, was available to blind as well as sighted persons. Many blind persons were also able to receive help through the excellent program of the Benjamin Rose Institute. The Society, itself, through a small rotating fund was able to make emergency loans to blind persons. This fund, established by Mrs. J. B. Wise (now Mrs. Jack Harris) in 1951, has provided help to more than 300 clients of the Society. The Director's Discretionary Fund, established by the Board of Trustees in 1951, received contributions from many people and has been used by caseworkers to meet unusual needs of blind persons who could not be helped by other financial assistance pro-



MRS. JACK HARRIS



J. KENNETH COZIER

grams. In addition to these funds, volunteer committees were able from time to time and with the advice of the Society's professional staff to assist individuals with special needs.

### *Interpreting the Program to the Community*

With the changes in the casework focus of the agency, there was a need for interpretation to the Society's Board of Trustees, its volunteer workers and many other groups in the community. While the Society had always regarded the interpretation of the needs and potentials of blind persons as a major function of agency programming, there had been no well-organized program with proper structure and personnel to carry it out. Because of budget limitations and because this aspect of the program was not well enough interpreted to the Board, no personnel was made available to carry out a program of public education. All the staff members, however, recognized this need and gave willingly of their own time to provide interpretation to staff members of other agencies and to various civic and service groups throughout the county. Several pamphlets were designed with the help of specialists in the community who volunteered their services. These received wide distribution and were of significant help. Staff members and

the Director became very active in working with volunteer committees and with community groups working under the direction of the staff of the Welfare Federation. As a result of this work, the Society and its program became more widely known and better understood by the community.

For some time, officials of the Community Chest promoted "come and see tours" of agencies for business and industrial groups. The Society was a favorite agency, particularly in its workshop operation, for here was a concrete demonstration of an agency at work. Much staff time was required for these tours and a plan was developed in which volunteers were able to conduct tours, thus freeing staff time for regular duties. Under the leadership of Mrs. Dolin of the Helm Committee and later, Mrs. Linderme of the Sterling Committee, a small group of volunteers from all committees conducted workshop tours in a most effective way.

It was necessary to develop among doctors, particularly ophthalmologists, an understanding of their key role in the adjustment of the newly blinded person. All too frequently, the ophthalmologist was unwilling to suggest to the individual that he receive help from the Society because he felt that referral to the Society meant the end of all hope of recovering vision for the blind person. That such a concept was wrong has been pointed out many times but until several years ago, a period of nine years could elapse between the onset of blindness and the time the individual came to the Society for assistance. More recently, this period has been shortened considerably but there is still much room for improvement.

A measure of the success of organized work for blind people in any community is the extent to which other specialized services available in the community can be used by blind people. For example, a blind person having serious family troubles may best be served by the Family Service Association. As has been previously noted, the Society's workers felt that each blind person deserved the best service that was available in the community. Whenever the individual had a problem not directly related to blindness, it was felt that he should be referred to that agency which could best help him, if such were available. In Cleveland, this required the development of understanding in the social community of the needs and potentials of blind people and a willingness to serve blind people through their specialized services. During this period, the Society became increasingly effective in having blind people accepted by other resources in the Cleveland community.

It is in these areas and many others that the Society's program became increasingly effective during this period. Yet, it is in these areas that the greatest work still needs to be done in order to have a carefully worked out program of interpretation to the Cleveland community.

## THE REHABILITATION CENTER

### *Background*

**I**N 1950-51, staff workers came to be used more and more as specialists. The "team" approach characterized the plan, with the State Rehabilitation counselor or the caseworker serving as the unifying force. To gain a more complete understanding of the blind person's abilities and needs, a psychologist was added to the team. Through the cooperation of the Cleveland Vocational Guidance Bureau, this part of the team was developed in an economical and effective way.

Although this plan was working well, a complicating factor was the time lost in having specialists go to the homes of blind persons. Frequently the client was brought to Grasselli House where he could work with all of the specialists. The staff began to feel that the latter plan was sound and that a center would be the most effective setting for providing services. The Director had been a consultant and frequent visitor to the Army Training Center for war blinded personnel at Avon, Connecticut, and had become convinced of the soundness of the "center" approach. In his study he had outlined a plan for a Rehabilitation Center and when the Social Service Center was established, the opportunity for such a center became possible. With a modern kitchen for teaching purposes on the first floor, a shop, interview rooms and conference and teaching space in the basement area, the physical facility for serving 12 blind persons was developed.

Thus, the centered approach to evaluation and adjustment to blindness had many benefits. The various specialists could work together more closely and the caseworker would have an opportunity to talk with the specialists about the clients' progress in the program. State Rehabilitation counselors could utilize the center for counseling purposes and could be in close touch with agency specialists on a daily basis. Since the client would be coming to the center daily, he could be given an intensified program, thus speeding the rehabilitation process. Not only could individuals be worked with more easily in such a center, but there was thought to be great value in having clients in a rehabilitative process working together in groups so that they could share experiences and discuss problem areas on a one to one or group basis. It was



felt that an individual in a group setting would frequently talk in a general way about a problem which was bothering him whereas it might be difficult for him to bring this problem to a caseworker.

Mr. Hyka, who had long experience in rehabilitation work, was named Director of the Rehabilitation Center and various staff members were assigned to the Center for special programming. A part-time industrial shop instructor was secured, a crafts instructor was added to the staff and the Home Economics Department of the East Ohio Gas Company provided cooking instruction to the groups of women who came into the program. The Vocational Guidance Bureau continued to provide psychological services to the Society, but as the caseload increased, this became increasingly difficult and trained volunteers under the leadership of Mrs. James R. Bell were able to give certain tests to clients, saving much professional time.

The Center was equipped with all basic hand and machine tools, so that clients could have experience with them. In addition, sample jobs were secured from various Cleveland industries so that clients could be "tried out" and receive practice in this type of operation. The basic program of the Center was to provide for each blind person a series of life and work experiences which would help him understand the possibilities of living within the limitations of blindness and would also aid him in understanding these limitations with respect to certain kinds of life situations. In fact, the first name of the Center—the Personal Survey Clinic—reflected this early thinking.

### *The Center is Activated*

The opening of the Rehabilitation Center was welcomed by the counselors of the Ohio State Rehabilitation Services program, and they began to use it on a continuing basis, particularly for clients from Cuyahoga County. Gradually, clients from other counties were also sent to the Center. The counselors found the Center particularly helpful in providing vocational diagnosis. This part of the program could be completed within a four week period and could be used for clients who did not have a specific vocational objective. In fact, the counselors used the reports which they received from the Center to aid in determination of a vocational objective for the individual. A program of adjustment and pre-vocational training was also available but was used only occasionally by the counselors. The Society believed that this was

one of the most valuable services of the Center and eventually the counselors did come to use this part of the program more fully. The caseworkers of the Society began to use this service for their clients who did not have a vocational objective, but the majority of those enrolled in the program at first were sent to the Center by the counselors in the State Rehabilitation program.

When the Rehabilitation Center program began, an estimate of the cost of this program was made and a fee, based on this estimate, was set. It soon became apparent that the fee was not covering the cost of operation. Because this service was new and had been planned in part for Cuyahoga County clients who were not clients of the State Rehabilitation Services, the Health Council, in its budget meetings, felt that the expense of the program was justified.

In an attempt to balance the budget of the Rehabilitation Center, frequent conferences regarding fees were held with State Rehabilitation officials in Columbus. These meetings were helpful in program planning. However, insufficient appropriations led state officials to feel that they could not pay as much as it cost to provide the service.

### *Regional Importance of Rehabilitation Services*

It became apparent that there would not be a sufficient number of clients from Cuyahoga County who would utilize the Center unless the Society's casework staff and the State Rehabilitation staff were increased to improve case finding. The operation of the Center, with qualified professional staff providing a complete program of service, was quite expensive. When looked at broadly, however, the cost seemed justified in the long run because, through a more efficient program of service, people could be rehabilitated into employment more rapidly. These persons would then become tax paying citizens rather than recipients of public assistance. More and more, the program was thought to be most feasible if operated on a regional basis and the Society suggested that clients be sent to the Center from all of Northern Ohio. This plan received enthusiastic endorsement of the Ohio State Commission for the Blind and the new administrator of the state program. For the year 1958-1959, the state made a commitment to use the services of the Rehabilitation Center so that the budget could be more nearly balanced.

With this close cooperation between the Society and the state, the Rehabilitation Center Committee of the Board of Trustees,

headed by J. Kenneth Cozier, felt that the Society could add professional staff to the Center program and thus increase its effectiveness as a paid rehabilitation service. The committee felt, also, that the soundness of the program had been demonstrated sufficiently in Cleveland and in other places so that planning could proceed for an even more effective program. Included in this planning was the development of a new modern physical facility, possibly combining the present program with that of a residential center program. In 1958-1959, changes were to occur which would set this plan back somewhat. It is believed, however, that the plan is a sound one and that on a regional basis, the program will develop in a good way for more effective service to clients of the Ohio State Rehabilitation Services for the Blind and for clients of the Society in Cuyahoga County.

## THE GROUP WORK PROGRAM

### *Towards Rehabilitation and "Re-creation"*

FOR YEARS, many newly blinded persons had started their adjustment to blindness through recreation group activities. Many others had found in the various social clubs and interest groups a source of fun and "re-creation." In these ways the group work program had become an important part of the total program of the agency. The fact that most of the help in transportation, serving of refreshments and other activities was furnished by sighted volunteer workers gave to blind people a deep feeling of individual interest and community concern. With a return to normalcy following the war years, club groups continued to meet in facilities in the area where the majority of the individuals lived and many persons found interests in neighborhood activities through this plan. Thus the rehabilitative and integrative objectives of the program were met in an effective way.

The recreation program was broad in scope and when even a small group had a common interest, Miss LaGanke arranged for leadership to assist them in following this interest. The Music Appreciation groups continued to meet regularly. In 1950, individuals who were interested in swimming met during the winter months as a class under leadership of the American Red Cross for instruction at the Tudor Arms Hotel pool. Distribution of tickets for plays, operas, special events and the Cleveland Symphony Orchestra continued to be part of the program.

Miss Ruth LaGanke was assisted in the program by Mrs. Carrie Turner who, with her committee of enthusiastic volunteer workers, carried on a program for Negro blind in Cleveland. The Cheerio Circle met at Karamu House and many of this group became active in the very stimulating program of this world renowned center. The Book Review Club met at the 30th Street Library and a feature of their program was a review of a current book by one of the librarians. Books were usually chosen from those available in Braille or in Talking Books so that those who wished could read the books themselves. An Annual Picnic, a Christmas party, dances and other club groups made this program a very active one.

### *The Grasselli Club*

The C. A. Grasselli Club which had been organized many years before, now consisted not only of men but of women who came to feel that they wanted to be part of the activities of this group. The basic objective of the club was to provide a meeting place where blind people might exchange their ideas about many things. A second purpose was to stimulate and develop recreational activities for blind persons. The annual Euclid Beach Party continued to be sponsored by the club and each year they had a corn roast, in recent years held at the home of Mr. Jack Cihlar.

### *The Optimist Club*

The Optimist Club which had been organized in the very early days of the Society continued to be active and promoted special events and parties to raise funds for their treasury and to provide money for their annual Spring party, usually held at Highbrook Lodge.

### *Special Events*

In addition to the participation of volunteers in the program of the club groups, they were also very active in planning special events. During the year at least three dances were held under the sponsorship of volunteer groups. The Westlake Committee usually sponsored the Fall Dance; the Helm Committee, the Winter Dance; and the Sterling Committee, the Spring Dance. Decorations and refreshments were provided by the volunteer groups who, together with their husbands, seemed to enjoy the affairs as much as the blind people who attended. The music was always provided without cost to the Society by the local musicians' union, who over the years have been very thoughtful in their support of such special activities at the Society.

### *Bowling and the Formation of a Bowling League*

Early in 1950 a group of workshop employees suggested to the Director that there were many blind people who might like to learn to bowl. It was agreed that this activity should be tried. After discussion of details, the two alleys of a small private club on Buckeye Road were rented for Saturday afternoons. This was done because most of those interested had had little experience and wanted to learn without being conspicuous, as they might have been in a large public alley. The Society provided an instructor

to assist the group. The group increased in size and learned quickly. The bowlers were quite successful in their endeavors and continued to bowl until the end of the season, at which time they expressed an interest in competitive bowling and in the formation of a Bowling League.

This was discussed with the staff of the Society and it was agreed that the bowling group would be asked to set up their own organization, to make their own rules for admission to the League and to raise their own money. The Society was interested in helping with this activity but felt that the blind people themselves were capable of handling their own affairs and should do so. The Society, however, was very happy to provide regular class instruction on Saturdays throughout the bowling season. Soon, thereafter, all those interested in participating in a league were invited to attend a meeting at which time the league was officially organized. The first president, Frank Jasinski, got the League off to a good start. Arrangements were made with the Alhambra Alleys at 105th Street and Euclid Avenue, where the League has continued to bowl.

They have known troubled times, but their enthusiasm for bowling and their willingness to talk things over have always resulted in compromises which have made it possible for them to continue. The League is part of the group of the bowlers in the eastern section of the country who each year participate in a national tournament, financed by the bowling groups themselves. This has come to be a very exciting activity for many people. One of the most interesting aspects of this was expressed by one of the bowlers when he said, "I now feel that I am perfectly able to bowl with my sighted friends on a regular bowling team in the factory where I am employed."

### *Changes in Direction*

When Miss LaGanke retired from the Society in 1951, she had developed the recreation program into a well rounded plan. She had carried out much of the administrative detail of the camping program at Highbrook Lodge and in many other ways had played a very important part in the Society's entire program. In addition to great enthusiasm and a great capacity for work, she was a skillful writer and assisted in writing much of the material published by the Society. Many of her well-written reports about the seasons at camp have been made a part of the permanent records of the Society.

The program now continued under the direction of Miss Eileen Shea, whose experience and training are reviewed in the section on camping. She brought to the Society a great capacity for work, for friendship and for helping people to do things for themselves. Her training and experience in modern group work philosophies and programming were gradually to change the focus of the agency's program, and to bring about a better intergration of the group work, rehabilitation and casework programs.

### *Bowling League and National Tournament in Cleveland*

Working as a separate, self-managing group, the Bowling League continued to move forward. The Society provided instruction for new bowlers and many of these new "recruits" were placed on League teams. Many Board workers and other people took an interest in bowling and became sponsors of teams. The trustees presented the League with a permanent trophy for which teams have competed each year. In 1953, the League was host in Cleveland to the National Blind Bowling Association.

More than 250 bowlers from eastern and midwestern states came to Cleveland for this meeting. Miss Shea served as director of the tournament which was a happy and successful event in every way. George Schneider, a member of the Board, took a very active interest in the National Tournament and assisted the League's officers in securing prizes and other help which added much to the affair. Since 1952, League bowlers have participated in all of the National Tournaments and the Cleveland League has had many champions.

### *Activities at the Social Service Center*

With the Society's new headquarters at 93rd Street, the group work program had excellent facilities for dances, group meetings and parties. Many groups of blind people used the building for activities and meetings. The Mutual Federation of the Blind, the Cleveland affiliate of the National Federation of the Blind, used the building for meetings and for other special events. With better parking facilities and with greater accessibility to public transportation, the Social Service Center became a very busy, active place both during the day and in the evening. Volunteers came to give assistance and most of the volunteer committees held at least one of their meetings each year at the Center. In this way, they

came to have a better understanding of the Society's goals and programs.

Because the group work program was so dependent on volunteer assistance, Miss Shea became Coordinator of Volunteer Services in addition to her other work. Through organized programs of interpretation and through institutes and committee meetings, Miss Shea was gradually able to bring about a change in the way in which the many club groups carried out their programs. The goal of this plan was to help members of these groups to be more active participants in program planning and the organization of the groups' affairs. Careful attention was given to the way an individual could be helped to better adjustment through participation in the group. The focus became the individual person rather than the fact of his blindness. To say that this goal was completely fulfilled would be unrealistic, but significant progress was made in this direction.

### *The Jolly Time Club*

One of the most interesting club groups was the Jolly Time Club, composed of people who were both blind and deaf. Communication between club members and staff and volunteers was through the manual alphabet. The club was started and developed through the joint efforts of Miss Hugo, Miss Emrick, and Miss Shea, with the assistance of trained members of the Westlake Committee. Mrs. Frank Hanrahan, the chairman of the Westlake Committee, secured the interest of Miss Margaret Wolfe, Mrs. Sherman Hatfield and Mrs. Earl Kewitz, who were taught the manual alphabet and instructed in how to work with people with this double handicap. The program of this group was varied and most interesting. Picnics to public parks, craft projects, cooking classes, trips to Holden Arboretum and to other places of interest were enjoyed by all. The trip to the Cleveland Zoo was one of the most interesting because of the special interest taken in the outing by the late Fletcher Reynolds, Director of the Zoo. Members of the group came in direct contact with animals where such contact was safe; the operation of the zoo and the story of the animals was explained by the volunteer guides. One of the volunteers, in telling about the activities of the club, explained that after working with the group for a short time, the handicap seemed to disappear and that the activity was enjoyed fully by all who participated.





Volunteers Mrs. Earl W. Kewitz (left) and Mrs. Sherman R. Hatfield (second from right) with Jolly Timers Joan Evans and Molly Lourin

### *Affiliation with Western Reserve University*

With closer cooperation between the casework supervisor and the group work staff, client needs became more apparent and to meet these needs more staff and volunteer help were essential. In 1955, an additional group worker was added to the staff and with this assistance many new interest groups were developed. In these groups, with the full cooperation of Mrs. Turner, an integrated program was developed around these special interests. At this time the agency entered into affiliation with the School of Applied Social Sciences of Western Reserve University. Under this plan, worked out in detail by Mr. Anderson and Miss Shea, the agency became a field work teaching center for group work students. The program was financed by a grant-in-aid plan approved by the Health Council.

Over the years, this affiliation has been helpful to the agency as well as to the students who were placed in the program. Students have contributed some special studies in addition to giving assistance in working with groups. Having this contact with the

schools was stimulating to all staff workers and through the students, there was good interpretation to the school of the work of the agency and of the problems and needs of blind people.

### *The Agency Library*

In 1953, a small selected professional library was developed with the help of Harold T. Clark. Some standard books relating to social agency work were included, but the library principally obtained works dealing with the special field of work with blind people. Students in the field training program found the library most helpful in preparation of papers and in learning more about this special field. The library was an integral part of the in-service training program for new staff members and was used also by counselors of the State Rehabilitation Service. Many college and secondary school students who became interested in blindness and in the field of work for the blind found historical and current material which was helpful to them. The library became an important resource and a valuable part of the agency program.

### *Summary*

In 1957, Miss Shea resigned to return to teaching. She had made great contributions to the program. Beginning with the camp season in 1957, Miss Virginia Fox and Mrs. Nancy Jenks Upshaw, both trained and experienced group workers, carried on the program in an effective way. During Miss Shea's last two years at the agency, Mrs. Kathryn Pike served as the Coordinator of Volunteer Services and Miss Fox assumed this role in 1957.

During this period there was a significant growth in the group work program, with blind people increasingly assuming advisory, planning and leadership roles and with volunteer help becoming more effective in this type of program.

## HIGHBROOK LODGE

### *The Spirit of Highbrook Lodge*

CAMPING AT Highbrook Lodge had become an integral part of the Society's program. Over the years, hundreds of blind people in Cleveland had found a visit to the country a wonderful vacation away from city dust, fumes, and heat and also derived great personal satisfaction from this experience, learning that many things which they had enjoyed doing as a sighted person they could continue to do as a blind person.

Highbrook Lodge was more than buildings and a country setting. Although it is difficult to define, there was a spirit about camp which had developed over the years and which had great meaning to all who visited there. Perhaps it was just a little competitive urge to "keep up" or the subtle encouragement of the experienced and wise grandmother who remembered her struggle of years back when she had found that she could defeat her fears of blindness and find great satisfaction in her personal conquest over it. She wanted to share her success with others and this, too, was part of the spirit of Highbrook Lodge.

Whatever this spirit was—and it was composed of many things—Highbrook Lodge became, more and more, the setting in which people made a start towards rehabilitation. There was something about the pure joy of doing with others which helped a person rise above his problems. There was the informality of camping, of planning an outing or skit on the spur of the moment that made for pleasure and joy. There was the sharing of experiences, the giving of a helping hand to a neighbor. There was sitting in the sun and talking or playing cards, which people learned to do very quickly. There was the first trip up the trail into the woods with a hand on the guide wire, feeling the cool air of the forest, feeling alone and yet experiencing a oneness with something bigger and stronger. And with this came the strengthening of self that helped to keep the little things in place and bring the more important things into focus. There was the feeling that others cared, that they stood ready to help. There was the camp director and her staff who had come to recognize the person who needed help, and who knew when to offer it or when to let the individual find the way himself. There was the volunteer who drove blind people

to camp and told about the rolling countryside, the farms with wheat and corn, the trees heavy with fruit, and the new houses being built in Chesterland as people moved out into country living. There was a bit of the pioneer spirit at camp. Life was fun again and full of joys. There were the quiet Sundays with people from the village coming to take campers to church, and for that time, the camper was part of their family and a part of their town. People cared and there was a warm feeling, bringing with it renewed courage to face things squarely and go on living fully. This was Highbrook Lodge—and it was so much more than just a place.

### *Need for Improved Physical Facilities*

For years, Highbrook Lodge had been a part of the program of the Society, although it was in operation for only two months of the year. Financing was difficult and the program and setting were still fairly primitive. Mrs. Palmer, Miss Winsworth, Miss LaGanke and many volunteers had spent years developing camp and its program, and had infused into it the spirit which has been described. A reading of Miss LaGanke's reports over the years about the meaning which camp had for many people encouraged everyone to keep the program going in spite of the difficult financing and lack of adequate funds and capital improvements which were very much needed.

The kitchen facilities were very primitive and cooking was done on the porch of the main building over a kerosene stove. The dishwashing facilities were very inadequate. Cottage living was pretty rough and crowded. In spite of all these adversities, the camping program was successful.

In Miss LaGanke's report on the 1950 camping season, she spoke about program activities for 167 blind men and women who attended camp during that season. One of the innovations was the addition of a tandem bicycle for those who wanted to ride over the country roads. She also spoke of the new stove and dishwashing equipment which had been provided by the Westlake Committee, making the preparation of food and cleaning up afterwards much more efficient than it had been in the past.

One of the most important additions to the physical facilities at camp was the new toilet and shower building located between Emilie and Palmer Cottages. This was the first step in the modernization of the camp facilities and was an answer to the repeated

requests of many campers. During the 1950 season, a start was also made on the development of a nature trail through the woods with the help of William Scheele, Director of the Museum of Natural History. During the winter, appropriate Braille markers were made and the students at University School built standards which were placed on top of posts set in the ground. The Braille and printed markers made use of the trail a new experience in learning.

In the spring of 1951, Miss LaGanke, who had been director of recreation and of Highbrook Lodge for many years, decided to retire; in view of her many contributions she would be very difficult to replace. One of Miss LaGanke's greatest contributions to the agency was her leadership of the summer camping program where, under the most adverse conditions, she had developed a program which had made many friends for the Society among the blind people in Cleveland.

Early in the spring of 1951, Miss Eileen Shea, who was being graduated from the School of Applied Social Sciences of Western Reserve University, agreed to take on the arduous task of operating the camp program. She had had excellent experience both as a teacher and as a recreation director in this country and overseas where she had served with the American Red Cross during World War II. Miss Shea, with the help of Miss LaGanke and Mr. Sherman, was able to secure an adequate staff to start the season. Mrs. Ethel Thomas was hired as the cook and she continued in that position for the next seven years.

In 1951, 198 campers enjoyed the facilities of camp and among those were clients of the agency who were attending camp for the first time. It was a difficult season in many ways but Miss Shea, with the help of a good staff, was able to bring the season to a successful conclusion. In making her report at the end of the year, she urged a closer working relationship with the casework program of the Society so that camp could be used more effectively as a part of the agency's total rehabilitation program. Miss Shea also made many recommendations regarding the trails in the woods and improvements in the dining room and dormitory sections of the main building.

### *The Karl J. Bishop Trails*

Early in 1952, Mrs. Karl J. Bishop, a member of the Westlake Committee and long a member of the Board of Trustees, suggested that funds which had been contributed in memory of her husband

be used to improve and extend the trails through the woods at Highbrook Lodge. With the money from this fund, materials were purchased and labor hired to do some heavy cutting of timber. Enough guide wire material was secured to greatly increase the length of the trails, and Arnold Davis, then Director of the Cleveland Garden Center, was very helpful in this planning. Early in the spring, the young men of Phi Delta Theta fraternity at Case Institute decided that instead of following their usual practice of hazing pledges for fraternity initiation, they would have them do a constructive job at a summer camp. The pledges entered into the program enthusiastically and soon all members of the fraternity took part in the project. For six weekends during the Spring, they cleared out underbrush, cut timber, cleared trails, drove in iron fence posts and placed the guide wires on more than two and a half miles of trail. In addition to the regular trail which crossed the brook, a new trail was constructed in back of the camp quadrangle. This new trail required construction of two new bridges over the brook and the young men did a wonderful job. At the opening of the camp season, an appropriate sign was placed at the beginning of the trails and the little area close to the sign was made into a resting place — a memorial to Mr. and Mrs. Bishop and their deep interest in, and concern for, the welfare of blind persons.

During the late spring, some round tables were purchased for the dining room to replace the long tables which had been used for so many years. The smaller tables made it possible for meals to be served in a more gracious manner and for each table to have at least one sighted person to assist with the serving. The round tables also made conversation at the table much more pleasant. The Westlake Committee paid for the installation of an oil heater in the dining room to take the chill off that room on cold mornings and cold evenings. These were most welcome additions.

### *Help of the Western Reserve Herb Society*

The Western Reserve Herb Society had become interested in this work and felt that they would like to make a contribution which might be appreciated by blind people. They were urged to undertake a project at camp and in 1952, Mrs. Sherwood Parsons and Mrs. Hammond Crawford, both very much interested in herb culture, were at camp during the early Spring to plant a small herb garden. During the camp season they visited at each camp session, telling the campers about the herb gardens and helping individuals

to plant their own window box gardens. The program was an interesting and stimulating one for campers and volunteers alike.

### *The 1952 Season*

With one season behind her, Miss Shea felt that she was able to make many changes in the program. She felt it important to plan a more active program for those campers who wished to participate. Many campers were encouraged to join in boating and fishing expeditions to neighboring lakes and ponds. The program was made much more active than it had ever been. In 1952, 205 campers enjoyed the season, one which was characterized by greater use of neighboring facilities.

### *Developing The Quadrangle, 1953*

The year 1953 brought many changes in the physical facilities at camp. It was at this time that the general plan for the quadrangle was developed. The Board decided that it would be unwise to spend much more money on the old main building and because of the unsatisfactory location of the dormitory directly adjacent to the dining room, felt that some plan should be worked out so that it would not be necessary to house campers in the main building.

In February, 1953, Mrs. Robert Hall, long a trustee of the Society and one of the original members of the Social Service Committee, passed away. She left a bequest to the Society, which the Board appropriately decided to use as a fitting memorial to Mrs. Hall. It was voted to construct a building just west of the main building in line with the Recreation Hall where Rest Cottage was then located. The Director was asked to prepare a plan for this cottage which would provide sleeping quarters for 16 persons and have toilet facilities and showers. It was to be arranged so that two groups of eight each could be served. In order to keep the construction of this cottage as simple as possible and to provide adequate storage space for campers' clothing and personal belongings, plans were drawn for closets which, in a sense, served as dividers between the beds. The boys at University School, who had previously made the standards for the nature trails, became interested in this project and decided to complete the job. It was a major undertaking and a job well done. The building was completed in the Spring of 1953 and was ready for the opening of camp.

Once the plans for Hall Cottage were approved, Rest Cottage was moved to a location overlooking the ravine between the main



Westlake Patio

building and Hall Cottage to form one side of the quadrangle. Between the main building and Rest Cottage in its new location, there was a wonderful spot beneath a huge maple tree for an out-door grill and shady sitting area. The Westlake Committee was enthusiastic about the plan of developing this into a patio and agreed to assist with the expense of this new facility. It was felt desirable to complete the plan at this time so that Hall Cottage, the new Rest Cottage, and the Westlake Patio could be included in a new grading plan which was to have as one feature a straight cement sidewalk to provide access to Hall Cottage and to the Recreation Hall through the center of the campus directly up from the parking lot.

Stone for the Westlake Patio had to be hauled from Glenmont, Ohio. Robert Kneen of the Kneen-Marshall Company, who had long been a volunteer of the Society, was able, with his heavy duty moving equipment, to transport the stone from the Glenmont quarries. The stone was a gift from Mr. Kneen and Harry Blum of the Glenmont Stone Company. The first step in building the patio was the construction of a retaining wall at the top of the ravine just under the maple tree and in line with it. After the appropriate leveling of the ground and filling in with gravel and sand, the heavy blocks of sandstone were laid to form a terrace about 20 by 40 ft. In the center of the terrace was an outdoor grill. Later in the season, the Westlake Committee provided wooden furniture and in the fall, they authorized planting around the patio. It has proven to be a pleasant place for relaxing and for outdoor picnics.



A larger staff worked with 248 campers during the 1953 season. For the first time, six deaf-blind women were included in one of the regular camping trips and they got along very well without special help. During the year, improved facilities for craft activities made craft work an important part of the program.

Because the main building was originally a colonial farmhouse in the Western Reserve tradition, Hall Cottage was designed along colonial lines with the windows framed in shutters. The building was painted white as were the other camp buildings and the shutters were a dark Williamsburg green. Soon after the opening of the cottage, a cupola and weathervane were installed, adding to the colonial spirit of the developing quadrangle. Emilie Cottage seemed to be fairly adequate but Palmer Cottage was in rather poor condition. It had been a hastily constructed building and had shifted over long years of use. Both cottages were equipped with shutters which made proper ventilation on warm or cool evenings very difficult. The minutes of the Board of Trustees meeting of March, 1954, reflect the Board's concern about these facilities. At this meeting, plans were presented for the reconstruction of Palmer Cottage, replacing shutters with new windows and equipping the building with decorative blinds which would harmonize with the architectural design of Hall Cottage. It was also voted to construct covered passages between Palmer and Emilie Cottage and the toilet building so that campers would not have to go outside to reach this facility. At the same meeting, it was voted to add toilet facilities to Rest Cottage and to remodel the building, replacing the shutters with windows and adding a fireplace so that it could be used for weekend camping. At the June Board meeting, it was suggested that Rest Cottage be completely rebuilt. This was done with funds from the Ida Miller Memorial Fund and the cottage renamed Miller Cottage in memory of Mrs. Galen Miller. With this complete rebuilding of Miller Cottage, adequate space was available for campers or staff and opportunity for some after-season camping was provided.

### *A Wonderful Season, 1954*

During the 1954 season, a program director and a registered nurse were added to the staff. With this larger staff, 276 campers were served in a ten week session. This was one of the largest groups ever to attend and the season was a very successful one. Increasing use was made of the facilities in the community and the previous

interest which the townspeople had held in camp and camping activities increased greatly.

During the season a problem had developed with the drinking water at camp. Upon investigating the matter after the season, it was found that a good cleaning would increase the flow of water sufficiently to meet the needs but that the pump would have to be completely rebuilt and arrangements were made to have this done during the winter season. In order to bring all the cottages up to the standards which had been set by rebuilding Palmer and Miller Cottages, the Board voted to rebuild Emilie Cottage, using knotty pine paneling, and adding adequate closet facilities for campers' clothing. This cottage had been named in honor of Miss Emilie Jungermann who had been a service volunteer and had been much interested in the work of the organization. Miss Jungermann had left a large sum of money to the Society and some of this money, together with other money given by Miss Josephine Grasselli, was used to rebuild Emilie Cottage. Because of its location, awning type windows were used which made ventilation of the cottage much more effective. Construction work was done in the fall of 1954 so that it would be ready for the next camp season.

In her report for the 1954 season, the camp director spoke of the many difficulties of operating effectively in the main building which was becoming increasingly inadequate. Dining room facilities were over-crowded and the kitchen was inadequate to meet the needs of the larger group of campers being served. Therefore, a Camp Committee, headed by Mrs. George S. Case, Jr., was appointed to study the problem. In early 1955, Mrs. Case and the Camp Committee held several meetings to discuss problems relating to camp, one of the most pressing of which was financing.

### *The Camp Committee at Work*

Basic support for the camp program had been secured through the redemption of Ohio State sales tax stamps and very substantial amounts of stamps had to be collected in order to secure enough funds for the camping program. For example, an income of \$5,000 through the redemption of stamps represented purchases of over \$5 million dollars. Collection and counting of stamps was a tremendous job and all the volunteers of the Society, and many of its friends, contributed regularly to this part of the program. Almost each year there was talk in the State Legislature about changing the plan of tax stamp redemption but it had become such an estab-

lished part of the financing of so many charitable programs that the proposal was always defeated. The income from sales tax stamps in 1951 amounted to \$4,656. The largest single amount raised was in 1956 when the total income was \$6,740. The remainder of camp income consisted of fees from campers and direct gifts from interested individuals. The camp budget had increased from about \$6,000 in 1952 to \$8,400 in 1955.

Increased costs resulting from the extension of the season to a 10 week period, the acquisition of more adequate staff and the improvement of the maintenance program at camp added more to the budget. After careful consideration, the Camp Committee decided not to change the financing plan except to consider increasing camp fees more in line with the cost of operating the program. Some consideration was given by the committee to the possibility of using camp for other community groups in order to make greater use of the facilities and add to the camp income.

At its meetings, the committee also considered the possible development of the area between the main building and Emilie and Palmer Cottages. The previous year the tool shed had been moved to a location between the Recreation Hall and Palmer Cottage and a space for a garden had been made in front of the tool shed. The garden was an interesting innovation in the camp program and was enjoyed by many of the campers. Two years before, Mrs. Eva Wellman had passed away and many of her friends, knowing of her interest in the Society, had sent gifts to the Society in her memory. The Camp Committee decided, on the recommendation of the Director, to construct a terrace area where the tool shed had formerly been located. This was a rather difficult area and needed to be filled in considerably, but with the construction of a sandstone retaining wall and terrace, it was made into an attractive terrace area to supplement the Westlake Patio which had now come to be used principally for outdoor picnics. The terrace was built during the Spring of 1955 by the Director with the help of volunteer workers, and was appropriately planted and landscaped. In order to protect the area a split rail fence was added, increasing the beauty of the spot. Since it was under some large trees, it became a favorite sitting place for many of the campers during the summers which followed.

In order to provide adequate space for recreation activities during inclement weather and during the evening, consideration was given to remodeling the Recreation Hall, replacing the old

shutters with windows, and reconstructing the exterior of the building to fit into the general architectural scheme of the property. The committee also recommended inclusion in the Recreation Hall of space for storage of materials, new toilets, and a fireplace so that it would be more comfortable on cool evenings. They decided to proceed immediately to replace the shutters with windows. The local carpenters' union whose leaders had heard about the camping program of the Society through Charles Reich, became interested in helping. Materials were secured and delivered to camp and on a Saturday late in August, 14 carpenters from the union came to camp. In less than a day, the entire project was completed.

### *Planning the New Main Lodge*

The most important problem, however, was still that of the main building which had become increasingly difficult to maintain. At the May meeting, Mrs. Case reported the Camp Committee's recommendation to consider the demolition of the old main building and the construction of new quarters. At the suggestion of the committee, Mr. Maxwell Norcross, architect, was hired to consult with the committee about a new building and to prepare preliminary suggestions and sketches for consideration. Throughout the summer of 1955, the committee reviewed the activities which were carried on in the main building and in August, made some suggestions and decisions which were basic to the new construction program.

Early in September, 1955, the Executive Committee and the Camp Committee met together to discuss the plans which had been developed thus far. There was a good deal of discussion about the possibility of constructing a fireproof main building but it was felt that the cost would be prohibitive. It was also decided that since the Society had considerably improved the value of camp, the possibility of having a resident caretaker should be considered. At this meeting it was reported that an anonymous gift of \$40,000 had been made to begin the camp building program. The problem of financing was discussed in the light of this gift and in view of the fact that there had been additional funds given to the Society at the time of the 55th Street building campaign. It was thus felt that no formalized effort to raise funds would be necessary at that time.

After this meeting, the Camp Building Committee met at camp to review the plans on the spot and to check all final arrangements.

Mr. Norcross had drawn up an attractive set of plans for the building and everyone felt this would be adequate for many years to come. In the course of this meeting, Lester Sears suggested that the old solarium, situated below the Westlake Patio, offered some opportunities for building a cottage for a caretaker with a minimum of expense and suggested that the solarium be rebuilt, adding one room and incorporating a kitchen and bathroom facilities. He stated that he would finance this project because he believed so thoroughly in the need for a caretaker. It was voted that these improvements should be carried out, the cost not to exceed \$4,500. Mr. Sherman proceeded at once with the development of plans and a building program was started and completed in the Spring of 1956.

At this same meeting, a motion was made to proceed with the drawing up of specifications and receiving of bids for the main building. The committee felt that the building program should begin as soon as a contractor could be secured and that the old building should be dismantled and the new one erected before the 1956 camping season.

The Building Committee proceeded to develop specifications and secured bids for the new construction. George Zakany, a reputable local builder, was awarded the contract. The total bid was \$59,649; this did not include a new water system nor furnishings of any kind. Before the end of the year, the building was completely dismantled and plans were made for laying the foundation for the new building late in the fall of 1955.

### *Zoning Problem Resolved*

Prior to the selection of the contractor, the architect and the Director of the Society had discussed the proposed plans for the new building with the Building Inspector of Geauga County. He explained that while he had jurisdiction over the construction, a permit would have to be secured from the Zoning Board. The plan, including a plot plan showing the proposed location of the building approximately on the site of the old building, was submitted to the Zoning Board and an application for a permit was made. In accordance with the rules of the Zoning Board, the plan was approved when it was not denied within a ten day period. Following this, Mr. Zakany, the contractor, secured a building permit from the inspector of buildings, and began construction in November, 1955. Work continued during the winter months as weather permitted. In April, with construction about 95 percent

completed, a group of people on Aquilla Road claimed that the zoning ordinance had been violated with respect to the setback from the road. The County Prosecutor informed the Society of the violation and suggested that construction be stopped until the problem could be settled.

Before the hearing in April, the problem was carefully studied by the Society's counsel, Harold T. Clark. It was apparent that the Society had acted in good faith, but had, in fact, violated the ordinance. This was due, in part, to a 9-ft. error in the calculations of the surveyor; however, in view of the approval of the Zoning Board at the time of issuance of the building permit, the contractor had proceeded with construction. The Society felt that the neighbors and the local Zoning Board should have advised the contractor or the Society when the foundations were in place. Because of the many complications and in view of the attitudes of the townspeople to whom zoning enforcement was a new experience, the Society secured the help of John Lansdale of Squires, Saunders & Dempsey. In the course of Mr. Lansdale's investigation, some other problems came to his attention. One of these was the need for off-street parking. After careful study, and with the advice of the Executive Committee, the Camp Committee and Mr. Clark, several plans were submitted to the Zoning Board. It was finally agreed to remove 16 feet of the building already constructed. It was felt that such a compromise plan was necessary in order to maintain the good will of the community. There was a good bit of salvage and the plans were altered without destroying the efficiency of the building. Later the two rooms and bath were built at cost by the contractor as a wing to Hall Cottage so that the needed space as planned by the architect was available for use in 1956.

All in all, it was a difficult time for the Society but the trustees, the Director, and the chairman of the Camp Committee, Mrs. George Case, Jr., worked together to carry out the plans and the new building was ready for the opening of camp in 1956. The manner in which the Society cooperated with the Zoning Board made for continued good will amongst the neighbors.

As part of the new zoning plan in Claridon Township, off-street parking was required for camps and other institutional buildings. Because of the difficult terrain, there was no suitable area for parking. Additional land was needed and the most desirable area seemed to be to the north of the camp property. Our good neigh-

bors, Mr. and Mrs. Willard Blum, agreed to sell to the Society an area approximately 60x350 ft. with the understanding that no buildings would be erected on this site. Harold Clark, through an anonymous donor, secured a gift of \$7500 to purchase this property, to construct a gravel parking area, and to provide landscaping in front of the new main building.

### *New Main Building Ready for Use*

During the summer the new building was dedicated with appropriate services conducted by Reverend Dale Recker, a trustee of the Society. As part of the services a bronze plaque was placed in the new building. The plaque read as follows:

*This Lodge was made possible  
through the interest and generosity of  
Mr. and Mrs. Raymond Ashman  
Mr. and Mrs. Kelvin Smith  
and other friends of  
The Cleveland Society for the Blind  
1956*

Mrs. Case and the Camp Committee had decided to equip the building with new furniture and curtains. The Westlake Committee, because of their long interest in camp, provided all the furnishings for the main lodge room, including a new piano and a high fidelity music system. The other rooms were tastefully



New Main Building at Highbrook Lodge



A Stroll Through One of the Many  
Karl J. Bishop Trails



The Karl Schuele Outdoor  
Bowling Alley

furnished through contributions made by other committees and interested friends.

### *Other New Facilities Added, 1957 - 1958*

During the Spring and Summer of 1957, an outdoor cement bowling alley of regulation size was constructed to the west of the Recreation Hall and an area was cleared and graded for lawn bowling adjacent to it. This new recreation area added much to the program of the camp. Financing was provided by gifts in memory of Karl Schuele, and Mrs. Schuele and family were helpful in making plans for this area.

In the Spring of 1958, the Cleveland Heights Lions Club furnished materials for a much needed addition to the tool shed where maintenance equipment was stored. Members of the club did most of the work themselves under the direction of Willard Hirsh.

With these physical changes, Highbrook Lodge became one of the best equipped camps in the Cleveland area. During the summer of 1958, electric heaters were installed in Emilie Cottage to determine whether such equipment would provide enough warmth in colder weather to make an extension of the camping season feasible. With heat in the main rooms of the new lodge building, an extended camping season seemed a possibility.

### *Use of Camp by Other Groups*

Frequent discussions were held with Board members concerning greater use of the camp property. Just prior to the opening of the



regular 1954 season, the camp was rented to the Cleveland Council for the Retarded Child for one week. In 1955, 1957 and 1958 the Society cooperated with the Middlefield Schools in their program of school camping for sixth grade children. The teacher of this group was a former counselor at Highbrook Lodge and consequently, was well acquainted with the facility. Many of the parents of these children had a good knowledge of the camp for they had provided Sunday transportation for our campers during past seasons. The plan was a cooperative one, with parents and teachers working out the details of the camping program. The children entered into the week's activities with enthusiasm and carried out many interesting project activities. The woods, the nature trails and the rugged terrain made camp an ideal place for such a teaching program. The Craft Shop and the Recreation Hall served as ideal places for class and fun activities.

### *Campers' Advisory Committee Formed*

Following the 1957 season, the Director and Miss Virginia Fox, the new Camp Director replacing Miss Shea, felt that the formation of a Camper Advisory Committee would serve as a sound method for getting campers' ideas for programs and other needs at camp. Prior to this, the help of campers had always been sought, but the new method had the advantage of a somewhat more formal plan with the recognition which came with it for the campers. The meeting of the group with Mrs. Howard Seel, chairman of the Camp Committee, resulted in some very interesting suggestions, one of which was to have a Campers' Reunion during the early Spring. A committee was organized and plans went forward for a very successful reunion held in April, 1958. Another very sound suggestion was that a "family camping" plan be attempted. Many of those who had attended camp for years and knew the terrain well felt very much at home at Highbrook Lodge. Now that there were many sighted children in these families, parents wanted to have a chance for a camping experience where they could be the leaders because of this knowledge of the terrain and facilities. This plan was tried in 1958 and worked out in a very happy and satisfactory way.

Highbrook Lodge has been one of the most active, interesting parts of the Society's program. It has made great contributions to the lives of many blind people which is the basic reason for its existence.

## THE PRE-SCHOOL BLIND CHILD PROGRAM

### *The New Scourge: Retrolental Fibroplasia Comes to Cleveland and Ohio*

**D**URING THE EARLY years of the Society, a large number of children were blinded from ophthalmia neonatorum. This disease was almost completely wiped out by the introduction of legislation which required the administration of a prophylactic to the eyes of every newborn child. Under the leadership of Mrs. Palmer, the Society was instrumental in having this law established in Ohio and in the years following its passage, the number of blind children decreased markedly. In 1949 in Cleveland, by actual count, the number of pre-school blind children amounted to 1.38 percent of the total blind population. In the years immediately following, this number increased to about three percent. This was the result of a new disease which first appeared in Cleveland in 1950 and gradually led to a substantial increase in the number of children blinded in early infancy.

In 1949, not one ophthalmologist in Cleveland had reported a case of retrolental fibroplasia, as this new disease was called. This was not the case, however, in other large urban areas. In Boston in 1942, Dr. T. L. Terry had noticed the development of what he thought was a new condition in many young children who were blinded soon after birth. After careful study of his own experience and that of other doctors in the Boston area, this new condition was specified and named retrolental fibroplasia, a fibrous growth behind the lens of the eye. It was noted that it occurred most frequently in premature babies weighing less than three pounds at birth and did not occur at birth but developed soon after. Its cause was unknown and it seemed to be most prevalent where the most advanced care was available for premature babies. When this new disease began to be noticed in Cleveland and in other cities in Ohio, a new program to handle the children affected became necessary.

For many years the Cleveland Board of Education had been developing a program of special classes so that blind children could be educated in the public schools and live at home with their families. A part of this program was to provide services to parents of pre-school blind children in order to help them prepare their

children for a school experience. The leader in this work was Miss Harriet Totman who, over the years, had become recognized as an expert in this field. With the onset of retrolental fibroplasia in Boston and other cities, Miss Totman's guidance and experience in planning counseling programs was eagerly sought by professional people who were concerned about the increasing number of pre-school blind children.

### *Institute at Laurel School*

In 1949 and 1950, there had been an increase in the incidence of blindness among children in the Cleveland area and Miss Totman had felt it desirable to plan a program to give assistance to the parents of these children. With the cooperation of the Laurel School, a program was planned for June, 1950. Appropriate personnel was secured and Miss Lake, Headmistress of Laurel School, was most generous in her assistance in providing the services of Laurel



Volunteers Participate in Laurel School Institute

School. In a five day program, 15 children were in daily attendance and 21 parents attended regularly. The parents felt the program was of great value to them.

During 1951 and 1952, there was a rapid increase in the incidence of blindness in Cleveland, most of it due to retrolental fibroplasia. Miss Totman, at the Board of Education, continued to accept these new cases as they came to her attention. In 1952, however, the Board of Education decided that it was unable to provide necessary staff to serve the entire county and formally stated that it would be responsible only for the children within the Cleveland School districts. This meant that the children in the outlying suburban areas were to be deprived of help for a period of time.

### *State Committee Formed: Foundation Survey Team Active*

At the same time, the problem was increasing in all of Ohio. Recognizing this, the Ohio Council of Agencies for the Blind, meeting at the Ohio Welfare Conference in September, 1951, requested its President, who was Director of the Cleveland Society for the Blind, to form a state committee to look into the problem. The Pre-school Advisory Committee was formed of persons knowledgeable and interested in the program; Mr. Sherman, the Director of the Cleveland Society for the Blind, became chairman. In order to determine the extent of the problem and to have the help of those who had first hand experience in other cities where the new scourge had already led to the development of programs, the American Foundation for the Blind was asked to provide a survey team to make recommendations for a program to assist parents and their children. The survey was completed early in 1952 and specific recommendations were made to the Ohio Council of Agencies for the Blind.

That agency then suggested to the Ohio Division of Social Administration that a program be developed in Ohio to provide counseling service to parents. The inception of the program was delayed because of lack of funds and the Director of the Society spent a good deal of time in Columbus trying to find ways to introduce legislation to make a program of this kind possible. Finally, through the understanding help of Robert Canary, Chief of the Division of Social Administration, Federal funds were made available for the program and the state secured the services of a trained social worker, Miss Edith Monroe. Under Miss Monroe's

leadership, over the next few years, a very good program of services was developed for the parents of pre-school blind children in Ohio.

The survey in 1952 had indicated that there were about 300 children affected in the state of Ohio and upon investigation, the number proved to be considerably larger. The program developed rapidly as parents' interest grew and the outlines of the service program began to take shape. For some time Miss Monroe, Co-ordinator of Services to Parents of Pre-School Blind Children, handled the program by herself in cooperation with the Pre-school Advisory Committee which continued to meet at frequent intervals. Additional personnel was finally made available at the state level but the size of the program was such that it could not be entirely serviced from Columbus. Because of the lack of trained workers in this area, Miss Monroe skillfully secured the assistance of trained caseworkers in various key areas to serve as resource people to parents in that area. To assist in this program, the state, in cooperation with the Pre-school Advisory Committee, held several workshop meetings to acquaint the trained personnel with the special problems of blind children and their parents.

The parents took a leading role in the development of service programs and they became organized into several parents' groups, skillfully held together by Miss Monroe who began a series of state-wide institutes. In September, 1955, 230 parents attended the state-wide institute which was held in Cleveland.

### *The Cleveland Situation Becomes Critical*

While this program was developing in Ohio, the situation in Cleveland was becoming critical. In 1952, a committee of the Board of Trustees consisting of Miss Harriet Totman, Mrs. Wilson Stapleton, Edward Howard, III, Frederick S. McConnell, Jr., Mrs. Kelvin Smith and Mrs. George S. Case, Jr., was formed to work with the Director to study the problem in Cuyahoga County. From September, 1953, when the Board of Education had withdrawn its help to pre-school blind children and their parents outside of Cleveland proper, these parents had received only occasional assistance from the public health nurses of the Cuyahoga County Health Department. The committee of the Board of Trustees felt that it would be desirable to hold a meeting of agencies serving children in the Cleveland area to determine who could best handle the responsibility of providing services to these parents. This



HARRIET E. TOTMAN



EDWARD HOWARD III

meeting, held in 1953, included representatives from all agencies serving children in Cleveland. At this time, it was pointed out that because of various legal requirements or traditional service programs, no agency seemed to be able to handle this program; it was suggested, therefore, that the Society try to secure funds and personnel to develop a program to assist these parents.

### *The Society Provides Help to Parents*

In January, 1954, following the meeting of this group, a committee of the Board of Trustees suggested that the Society attempt to secure funds from foundations and to seek a qualified professional worker who would work cooperatively with the Board of Education. Grants were received from Hanna Fund and Cleveland Foundation and the Society was fortunate to secure the services of Mrs. Kathryn Pike who had recently returned to Cleveland. Mrs. Pike was a graduate of Western Reserve University with experience in family casework. After a period of orientation under the direction of Miss Totman, Mrs. Pike was able to provide the necessary service in the County. In May, 1955, she was working with 38 families and 40 children. At the same time, Miss Totman was working with 41 families and 45 children in Cleveland proper. This program grew in extent until at one time there were 170 blind children being served. In addition to serving children outside the city limits,

within Cuyahoga County, Mrs. Pike was able to handle a few cases in Lake and Elyria Counties where no other professional help was available.

### *Cause of Retrolental Fibroplasia Discovered*

In 1956, through a concerted research program sponsored by the Institute on Neurological Diseases and Blindness of the U. S. Public Health Service, it was discovered that retrolental fibroplasia was caused by too heavy a concentration of oxygen in incubators. With the discovery of this causative factor, there was a rapid decline in the incidence of blindness among premature babies. In June, 1956, it was reported to the Board of the Society that it would be possible for Mrs. Pike to work on a part-time basis in this program within 18 months.

During the course of this service program, however, it became apparent that there would be a continuing problem in providing educational facilities not only for the large number of blind children but for those children having handicaps in addition to blindness. For these doubly handicapped children, all facilities in the community were utilized in order to secure adequate diagnosis before making recommendations for treatment to parents. It was felt by many persons who had become interested in the problem that there was a good deal of pseudo-retardation resulting from blindness among these children but this was not generally felt to be the case among those professional workers who were acquainted with the problem. It became apparent, however, that it would be desirable to provide a diagnostic service for those cases where there seemed to be a question about the extent of the handicap. A project team was organized at University Hospitals consisting of a psychologist, psychiatrist, neurologist, pediatrician, assisted by the staff of the Social Service Department. Mrs. Pike was able to serve as coordinator of this program and provided excellent service to the hospital until the project was completed.

Generally, little pseudo-retardation was discovered. There were many children who had additional disabilities—some mental retardation, brain damage, and other physical problems. Each situation had to be handled on an individual basis and appropriate recommendations for placement made to the parents of each child. The Johanna Grasselli Home for Crippled Children was particularly helpful in its willingness to accept children for a period of observation and training to make sure that the full potential of the child

had a chance to show itself. The experience in the Cleveland area with respect to these multiply handicapped children was similar to that in all of Ohio as well as in other large urban centers. The problem was individual and complex and could not be resolved through "group" programs.

During the development of this entire program, the parents in Cleveland had become organized into East Side and West Side parents' groups. Miss Totman and Mrs. Pike worked cooperatively with them and the total program of service was very helpful to all.

As the children began to reach school age, however, many parents felt that they would like a new type program of education for these children because of the distance they had to travel to reach the special classes maintained by the Board of Education. Two new educational programs had developed in other parts of the country—the Resource Room and the Itinerant Teaching Program. The West Side group, particularly, was interested in developing a Resource Room at some convenient West Side location. As of late 1958, the program plans had not been fully developed.

Thus, the Society was once again able to play a leading role in developing programs to meet new problems both locally and in the state of Ohio.



## THE CLEVELAND GLAUCOMA SURVEY: NOVEMBER 4, 1953

### *Another Cleveland "First"*

CLEVELAND HAS HAD a reputation for many "firsts." On November 4, 1953, the Society for the Blind added another "first" by conducting the first city-wide mass glaucoma survey in the world. In cooperation with the Cleveland Ophthalmological Club and sixteen participating hospitals, the Society conducted a successful mass screening program to determine the incidence of glaucoma among persons 40 years of age and over. More than 18,000 persons reported to hospitals for examination and 12,803 people were examined on "G-Day." Somewhat more than five percent of these were found to have elevated tensions as determined by a tonometric examination and more than two percent of the total were later diagnosed as having glaucoma and placed under treatment.

Chronic simple glaucoma is an eye disease characterized by increased intraocular pressure which, if not discovered and treated early, may result in total blindness. Although the cause of the disease is not known, its management is understood and preventing further loss of vision is usually possible. Therefore, early detection and prompt diagnosis is essential if control of the disease is to be secured. Glaucoma is the cause of 14 percent of blindness in the United States. The screening technique most commonly used at this time was tonometry, a measurement of intra-ocular pressure in the eyeball. This is a simple examination requiring only a short period of time.

### *The Survey Plan is Developed*

The idea of a city-wide survey plan was initiated by Dr. Benjamin J. Wolpaw who was familiar with preliminary studies which had been conducted in Philadelphia, Pennsylvania, and Dayton, Ohio. These studies had indicated that two percent of the adult population aged 40 and over had glaucoma and were unaware of it. Dr. Wolpaw outlined to the Cleveland Ophthalmological Club the research which had been carried on in other cities and the club appointed a committee, with Dr. Wolpaw as chairman, to consider what might be done in Cleveland. This



MRS. CLARK E. BRUNER



DR. BENJAMIN J. WOLPAW

Committee requested the Society, at its Board meeting in May, 1953, to sponsor a city-wide glaucoma survey. Harold T. Clark, who was familiar with these programs, felt that the Society should give serious consideration to this request and the Board authorized the Director to work with the committee of the Ophthalmological Club to determine the feasibility of the Society's sponsorship of such a program. After many meetings a program was outlined and presented to the Board of Trustees who voted to proceed with the plan. Mr. Clark agreed to accept the chairmanship of the Cleveland Glaucoma Committee, and working and sponsoring groups were developed. Mrs. George S. Case, Jr. and Mrs. Clark E. Bruner secured necessary trained volunteer help to work in the 16 cooperating hospitals. Recruitment and training of 225 volunteers was completed quickly and plans for distributing supplies to hospitals through them were worked out. In each of the hospitals, teams of workers were trained by the ophthalmologist assigned to the hospital. Fifty-two ophthalmologists participated in the survey.

### *Education of the Public*

Mr. Clark and Mr. Sherman organized meetings of various publicity media groups to seek cooperation in a broad program of public education, and months prior to "G-Day," this program was started. All media were used and those who worked on this phase

of the program were most cooperative. Newspapers, including the three dailies and the many local and foreign language papers, carried stories interpreting the problems of glaucoma and telling about the examinations. They also printed editorials, as well as feature stories and news articles. Posters were displayed in all public transportation vehicles throughout the city and large signs were placed outside all the examining hospitals. Spot radio announcements and interviews carried the story to many additional people. Television programs demonstrating the technique of tonometry were arranged immediately prior to "G-Day" so that a large number of people were able to understand the simplicity of the screening examination. This was extended to even more people through the use of motion picture trailers which were shown in many local and city movie houses during the weeks prior to "G-Day." The success of this program was measured not only by the large numbers of people who came to hospitals on "G-Day" but also by the fact that many of those who could not be examined on that day continued for a long period of time to seek the screening examination from their own ophthalmologists. Glaucoma became a new word in the vocabulary of many Clevelanders as a result of this intensive educational plan.

### *"G-Day" and Results of the Survey*

The public response to the program of education was unusual. Dr. Benjamin J. Wolpaw, the medical director of the survey, reported at the November meeting of the Board of Trustees that the survey had been "an astonishing performance." Hospital facilities had been overtaxed by the more than 18,000 people who reported to the examining centers. A much larger number would have come to the hospitals but for the fact that overcrowding in the hospitals made necessary a public announcement over radio and TV at 3:00 p. m. that no more people could be examined. A total of 12,803 people were examined on "G-Day." Follow-up work was started immediately and continued for many months by Mrs. Rosemary Shepard assisted by other members of the Society's staff. The survey was closed as of June 15, 1954.

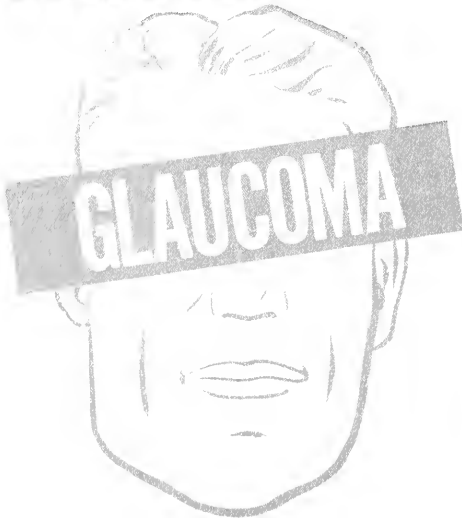
The final report of the survey was made by Dr. Wolpaw at the June meeting of the Board. He reported that all the statistical work had been carefully done by Dr. George Badger, Professor of Bio-statistics at Western Reserve University Medical School and the results of the survey were significant. Slightly more than 640

people were followed up as probable glaucomas and of this number 238 (2.01 percent of the total) were definitely diagnosed as having glaucoma and placed under treatment. In Dr. Wolpaw's report, he stated that while the survey had been helpful to many people, the one-day survey plan was not too sound medically and recommended that a program be initiated to make routine tonometry a part of the medical examination for every person over 40 years of age. To accomplish this, a broad program of education for doctors would have to be established so that general practitioners and doctors of industrial medicine could be instructed in the technique of tonometry.

The full report of the survey was written by Dr. Wolpaw and Mr. Sherman and published in the Fall, 1954 issue of the *Sight Saving Review*, publication of the National Society for the Prevention of Blindness. Dr. Wolpaw presented the material at professional meetings and this report has become a part of a number of studies now available on the technique of glaucoma screening. The survey has attracted widespread national and international attention.

The Society had scored a "first" in conducting the first city-wide glaucoma survey in the world.

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## THE WORK OF VOLUNTEERS

### *The "Volunteer Climate" in Cleveland*

CLEVELAND IS regarded as outstanding in its utilization of volunteers in community welfare programs. Volunteers come from every walk of life and their motivation stems from a sincere desire to plan and work together to build a better community for all. While this may also be true of other communities, Cleveland seems to have developed an organizational climate in which volunteers and professionals have learned to work together in an unusually effective way. Under the excellent leadership of Edward Lynde, Director of the Welfare Federation of Cleveland until 1958, and with the help of other key leaders, a significantly high level of understanding of welfare problems and needs has developed.

As a part of this community of volunteers, in fact playing a major role in its development, the Society's volunteers have given great strength to the agency's program over the years. The organization of the Society's volunteers has been indicated in a previous section but the changes which occurred during this later period are of interest because of their uniqueness in volunteer work.

### *The Society's Volunteer Family*

#### *Board of Trustees*

Members of the Board of Trustees, meeting regularly each month except July and August, have been both policy makers and direct service volunteers. In 1951, the chairman of each volunteer committee became a member of the Board to serve in this capacity during her term. This provided a certain amount of rotation on the Board, resulting in the fusion of new ideas with the experience of the Board members of long service. It has become the fashion to have a rotating Board in some social agencies. Sound as this idea may be, the specialized nature of the Society's program has benefited greatly from the experience of its Board members over many years of service. Several members of the Board are leading citizens who are themselves blind, thus adding much to this experience. The broad character of the Society's Board has given it a distinctive place in the Cleveland community and has resulted in responsible, experienced direction of the Society's program.

### *Outstanding Leadership*

Leadership by lay community leaders has given great strength to the Society's activities. During his long presidency, Carl N. Osborne did much to develop the breadth and scope of the Board's activities and he was able to stimulate interest in the Society in important areas of the Cleveland business community.

Under the warm and dynamic leadership of Mrs. Kelvin Smith, the Society made great strides forward in its program and in its physical facilities. Giving of herself in a devoted way to the program as a service volunteer, she gained a wonderful understanding of the needs of blind people which was translated into improved programs and physical plant changes. When she became President, her knowledge of the work of the staff and her encouragement were an inspiration for improved service. By her example, both in direct service and in financial support to the Society, she encouraged many others in the community to become interested in the Society's program.

Mrs. George Case, Jr., during her three years as President, carried on well in the leadership traditions which had been established. As a service volunteer before becoming a member of the Board of Trustees, she also had a clear understanding of the needs and problems of blind people. It was under her direction as a Vice President of the Society that the Social Service Center at 93rd Street was developed. During her term as President and under her leadership, the Society worked through in a very good way the difficult problems which it faced during this period. The development of the camp program in later years was largely the result of the leadership of Mrs. Smith and Mrs. Case.

To list in detail the activities of all Board members would be very difficult to do in all fairness to every member of the Board, each of whom has contributed, in his own way, a great deal to the program of the Society. But there are six members of the Board, all of whom have given long service and all of whom are recognized for their outstanding work.

Harold T. Clark, who has served as a Vice President of the Board of Trustees for many years, has contributed much during his busy life to the growth of the Society. He was always available for wise counsel, particularly because of his deep understanding of the Cleveland community and his knowledge of work for the blind gained through long acquaintance with it. He has provided a very unusual kind of leadership.

Mrs. David W. Frackelton, one of the most faithful in terms of years of service, has been one of the hardest and most devoted workers. Because of long acquaintanceship with many blind people in the community, she has not only been a friend to them but has also helped the administration of the Society to gain a deeper understanding of the needs and problems of blind people in everyday living.

Charles B. Gleason, who died in 1957, served the Society as an officer in almost every capacity. As a member of the Board of Trustees, he provided unusual leadership in many areas. His deep interest in the workshop and his knowledge of the Cleveland community enabled the Society to work through many difficult problems.

Galen Miller has contributed much to the Society and brought a keen knowledge of business affairs and deep understanding of the community. He also accepted the large responsibility of serving as the President of the Cleveland Community Chest and the Welfare Federation.

During his active years as a Board member, Dr. William Evans Bruner contributed greatly to the development of sound ophthalmological programs in Cleveland, and his daughter-in-law, Mrs. Clark E. Bruner, is an outstanding leader in the Society's activities as well as in other community affairs.

Miss Josephine Grasselli, through her deep personal interest in the Society and her financial support, has continued a family tradition and made major contributions to the welfare of blind persons in Cleveland.

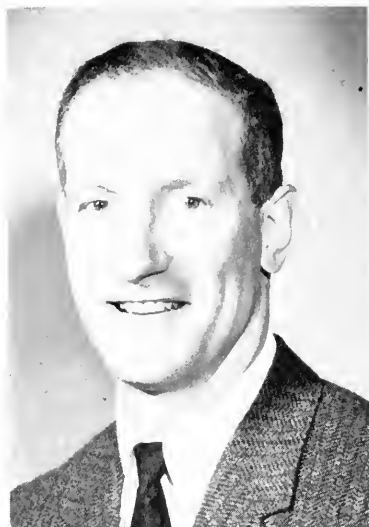
One of the most outstanding contributions to the Society's program is the interest of the officers in continuing their active work after completion of their term. Recognizing in 1956 that many of these leaders in the Society were unable to be present at all Board meetings, an Advisory Committee, consisting of past Presidents, Mrs. Frackelton and Mr. Clark was established. This committee has been helpful in reviewing problems of policy prior to presentation to the full Board of Trustees.

### *Standing Committees*

The Board of Trustees has operated through standing and special committees and this has made their work most effective. During the early years of this period, the Executive Committee was very important in assisting the new Director as he entered into the work in Cleveland.



R. SCOTT MUELLER, JR.



HUGH R. GIBSON

The Finance Committee under the leadership of James H. Coolidge has for many years handled the investments of the Society in a very satisfactory way. Lester Sears and James B. Wolf, as members of the Building Committee, have given outstanding service in the physical plant changes. The Shop Committee, working for many years under the direction of Mr. Osborne, and more recently under the leadership of R. Scott Mueller, Jr., has been an important committee in overseeing the work of the workshop and in assisting in the development of proper bookkeeping and accounting procedures. The Concession Stand Committee, reactivated under the leadership of Hugh Gibson, has made many contributions to that program. Over the years the Camp Committee, first under the leadership of Mrs. George Case, Jr., and more recently under the leadership of Mrs. Howard Seel, has given direction to the camping program. One of the most important committees in recent years is the Rehabilitation Center Committee, developed to assist in the expanded Rehabilitation Center Program. Under the leadership of J. Kenneth Cozier, this program should play a leading role in the development of sound programs in this area of service.

#### *Direct Service Volunteers*

The uniqueness of the Society's volunteer program has already been indicated in its organization into five autonomous groups.



This was later increased to six groups with the formation of the Grasselli Committee in 1954. Another volunteer group was organized in 1958 in the Southwest part of the city.

In 1951, the Director felt it important to bring the volunteers together in some way so that the work of committees would not be duplicated and that volunteers might share experiences and program ideas. Acting on this recommendation, Mrs. David W. Frackelton became the first chairman of the Central Coordinating Committee.

### *Central Coordinating Committee*

This committee consisted of Mrs. Frackelton as chairman, the President of the Society, *ex-officio*, one other member of the Society's Board, and the chairman of each of the volunteer committees. This committee met regularly at least every three months. The Director of Volunteers, working together with the chairman of the committee, prepared the agenda which consisted of a listing of the agency's volunteer needs for the next period. These needs were discussed in the light of the Society's program and a decision reached as to whether or not they could be met by volunteer workers. If the need could be met, it was then decided which of the volunteer committees would undertake the job or if the job were such that representatives from all committees could handle it more effectively, such recommendation was made. Many times, however, it was felt that a single committee could take on a given project and carry it through to successful completion.

It was in the Central Coordinating Committee that the Friendly Visiting program, which had been discontinued for lack of proper supervision, was reactivated. Here, also, was developed the program for orientation and education of new volunteers. Important areas of service, particularly that of transportation, were discussed and procedures worked out which capitalized on the experience of volunteers over the years and which led to great improvements in the Society's volunteer program.

In addition to this effective way of organizing and carrying out programs, it was through this committee that policies of the Society could be interpreted to volunteer workers, leading to a greater understanding of the Society's goals and needs.

Under the leadership of Mrs. Clark E. Bruner, the second chairman of the committee, criteria for volunteer service and for the development of new volunteer groups were established. From this

committee, also, came the organization for handling special events which had become a part of interpretation of the Society's program to the community.

### *Planning Special Events*

Preparing for the annual meetings of the Society has been done by volunteers and staff members under the leadership of Mrs. Bruner. Perhaps the outstanding Annual Meeting of this period was the forty-sixth, in 1952, at which Miss Helen Keller with her companion, Miss Polly Thompson, spoke to more than 600 members and their guests. This unusual meeting was a thrilling experience and the interpretation through the press of Miss Keller's contributions to the world and of the Society's work in Cleveland was most helpful. In May, 1956, the Society celebrated its fiftieth birthday with a large public meeting at the Hotel Carter. David Austin, Vice President of United States Steel, was the principal speaker. A booklet, prepared under the direction of Edward Howard, III, was presented at the meeting and later received wide distribution.

Many other special events were worked out by the Central Coordinating Committee. The packing of Christmas baskets and stockings and the serving of the dinner for workshop employees, for many years annual events, were planned by the committee. Open House parties at the Social Service Center in 1953 and at the new shop building in 1955 were gatherings of community people who thus gained a better understanding of the Society. Institutes for the orientation of volunteers were planned each year. In the Fall of 1956, a Volunteer Rally was held at which service citations were presented to volunteers who had served the Society for ten years or more.

### *Volunteer of the Year Award*

In 1954, the Coordinating Committee recommended candidates for the Welfare Federation's Volunteer of the Year Award. In 1956, Mrs. Howard Justice was nominated and gained second place for her leadership in the Society's sales tax stamp collection program, the major source of financial support of Highbrook Lodge. In 1957, Mrs. Earl Kewitz and Mrs. Sherman Hatfield were named Volunteers of the Year for their unusual work with deaf-blind clients of the Society. Below are listed nominations of the committee for this community recognition:

1955: Mrs. Kelvin Smith  
1956: Mrs. Howard Justice  
1957: Mrs. Earl Kewitz and Mrs. Sherman Hatfield  
1958: Mrs. Gertrude Thompson

### *The Six Committee Groups*

Because the special and regular contributions of each committee are related in the appropriate sections of our chronicle, 'this record will not be repeated here. Through these years the committees have played an increasingly vital role in all aspects of the Society's program of service.

### *The Society Assisted by Other Groups*

Volunteers of the agency consist of those who are "affiliated" within the administrative structure of the agency, and those who are not. Volunteers with special skills were secured from time to time through the Central Volunteer Bureau of the Welfare Federation. For example, many of the volunteers who worked at hospitals for the Glaucoma Screening project were secured through this organization and had had previous training as nurses aides in hospitals. The service clubs, such as the Lions, Delta Gamma, Rotary, Kiwanis, Masonic and Eastern Star groups have given service to the Society in many ways. To attempt to describe all of the activities in which these groups assisted the Society would be difficult, but a few examples of their contributions are indicated. It should be remembered that there have been many times when such groups have helped and worked with individuals without any relationship to the Society's work but in recognition of the needs of individuals.

The Lions Sight Council, composed of representatives of all the Lions Clubs in Cuyahoga County, met regularly each month to discuss requests for special help and services from individuals. Upon investigation by members of the group, services were given as deemed appropriate. In the early years of its work, the Sight Council worked without the help of the Society, but more and more they came to work cooperatively with the Society and with other agencies in helping to meet special problems of blind people. Among their projects is included the furnishing of white canes for the Society to be given to blind persons at no cost.

Many of the Lions Club members assisted in finding employment opportunities for blind people, and many organized outings

and parties for people in their communities. Both East Side and West Side clubs assisted the Society at Christmas time, distributing holiday baskets to shut-ins and to those in institutions. The Chagrin Valley Rotary Club was another devoted group who, for years, helped in this way and also contributed to financing the holiday activities of the Society.

Many service club groups assisted with special projects. All Lions Clubs helped in the promotion of "G-Day." The Heights Lions Club has been particularly helpful in building and work projects at Highbrook Lodge. The Delta Gamma Clubs, both East and West Side groups, were very helpful in special fund raising projects to assist in the Pre-school Blind Child program. The volunteers who ran the Garret Shop on the West Side worked very closely with the Westlake Committee and made contributions to assist them in their programs. In 1957-1960, the Nearly New Shop, very successfully run by volunteers, accepted the Society as one of the beneficiaries of its funds.

In recent years all of the Lions Clubs of Ohio entered into a very interesting project and because the Society was interested and contributed to this project, it is included in this chronicle. All clubs were encouraged to contribute to a fund which each year was distributed to research centers in Cincinnati, Columbus, and Cleveland. Through 1960, funds totaling \$186,925 for eye research and the equipping of clinics were contributed by these groups, an unusual and important voluntary activity.

One of the most interesting and unique volunteer efforts during this period was that of two teen-age youngsters who lived in Cleveland Heights, Nancy Dickey and Jackie Harshaw. Jackie had learned of the Society through his aunt, Miss Nanette Lips, a member of the Palmer Committee. Jackie and Nancy secured the interest of other playmates, and for two years ran a neighborhood carnival which was unusual in its spontaneity. Through their efforts a public address system for camp and 93rd Street was purchased. Volunteer activity has not been limited to the adults in the community.

## EMPLOYMENT

### *Selective Placement Succeeds*

**D**URING WORLD WAR II, the idea that blind people could be profitably employed in selective jobs had received good acceptance. A cynical analyst of the situation would attribute this success to the great demand for "any labor" required by the all-out war effort, but experience following the war years indicated that many blind workers were retained and took their places in the labor market with seniority rights and union membership. Because of changes in industry, many were laid off but were able to be placed in other jobs; some returned to the workshop of the Society or found a place in other small business opportunities. There was not the rush to the Society's workshop which had been anticipated. Because of the Korean War, 1950-1953, employment remained at a high level with consequent advantages to blind persons.

The story of the success of many blind people in various occupations is exhilarating when viewed in historical perspective. This attitude toward employment is reflected in a policy change of the American Foundation for the Blind which had traditionally published a list of occupations in which blind people had succeeded. In 1949, they ceased to do so for they felt that blind people had demonstrated competence in almost all jobs performed by sighted people. This was also a reflection of the continued emphasis on "ability not disability."

Nevertheless, the millenium certainly had not arrived and with improved techniques in rehabilitation, goals for employment needed to be expanded. The old figures which indicated that probably only 12 percent of the blind population could be employed needed upward revision, both to reflect the facts of the situation and to provide new goals for rehabilitation programs. Employer acceptance, as well as general acceptance, was by no means complete and each blind person, with all the help he could get from friends and professional workers, still had to win his battle for acceptance; yet the climate of interest in helping and giving the blind person a chance had improved greatly. Interesting examples could be given to show how, increasingly, blind people were becoming accepted in professional positions for which they were properly prepared in college such as teaching, social work and the ministry.

## *Professional and Technical Employment*

Ohio was one of the first states to recognize the need for providing special help to blind persons who were trained in professional or technical positions or who sought training for such jobs. Dr. Norman Yoder was a pioneer counselor in this area of work, and until 1956, when he accepted a position in Pennsylvania, demonstrated the soundness of this type of counseling and placement work. This is an important area of service to be broadened and improved in the future. Ohio was also one of the first states to provide a Rural Rehabilitation Specialist to assist blinded persons in rural areas to continue to work in agricultural occupations.

After 1954, many opportunities were found in technician-type jobs. Some of these were particularly suited to totally blind persons such as film processing in commercial film developing companies and in developing X-Ray films in hospitals. Many were placed in such positions with training provided on-the-job. There were many opportunities for properly trained transcription typists, but Ohio did not have a proper training facility. Counselors sought to use existing business schools but these training facilities did not prepare blind people adequately. In 1957-1958 the Society established a training program for this work, but it was not fully used, an example of the lag in counselor recognition of opportunities. A traditional occupation for trained blind persons has been piano tuning. For many years this had become "out of fashion" and young people had not been encouraged to enter this technical field. The Society had, for years, provided opportunities for a small group of tuners. As these men grew older, they were unable to handle the many requests for service. There were very few younger people ready to carry on this work. To meet this challenge training facilities need to be developed; this can be done most soundly on a regional basis.

## *Counselors Become Key Workers*

Under Public Law 565, opportunities for service were broadened and recognition of "housewife" and "homebound worker" as sound vocational objectives aided the rehabilitation counselor in his work. With these movements came recognition of the need for full and part-time employment in specialized workshops. In all of these movements the counselor became a key person. Ohio's program was understaffed because of failure to appropriate adequate funds to match available Federal funds and because of lack of trained

counseling personnel. The staff and Board of the Society constantly attempted to assist the State Service in understanding this need and in finding ways to meet it. In 1957-58, the Director, with the help of an able committee and assisted by Mrs. Marjorie Lamport, Research Assistant, completed a study of counselor positions in Ohio. This study was prepared for the Commission which was investigating Civil Service positions in Ohio. Recent information indicates that the study has been helpful in raising professional standards and salary scales in Ohio.

### *The Employment Program of the Society*

While the Society's staff was interested in the broad program of employment, the agency came to specialize in three areas: the specialized workshop, the operation of concession stands, and the Home Industries program. These programs should be viewed in relation to the dynamics described above. The state of the labor market at any given time and the effects of "automation" in industry must also be kept in mind. It became increasingly apparent during the war years and afterwards that the "craft" type industry would not long survive. This fact alone had important implications for the Society's employment program.

### *The Workshop Program*

When an attempt is made to define the place of a workshop in an over-all program of assistance to blind people, the goals which determine operating procedures are not always clear. On the one hand, the workshop is looked upon as part of the "service program" to help people; at the same time it is a business and should be run with a close eye on the profit and loss statement. In most workshops there is no question of a "subsidy." As a tax exempt "business," operating in a factory built by public or private gifts, the subsidy is "built in;" the question becomes one of how much subsidy is necessary. Over and above this "built in" subsidy, the trustees of the Society had set as a goal an operation which would "break even" or be able to use any operating surplus for expanding operations.

### *Workshop Problems*

With the success of the "placement in industry" program and the growth of concession stands and other business opportunities, the workshop came more and more to provide work opportunities for the less skilled, the multiple handicapped and those who could

only work part time. The workshop also became a training facility for those who wished "outside" employment. With the revision of Title X of the Social Security Act, permitting a blind person to earn \$50 per month without affecting the basic Aid to the Blind grant, the number of part-time employees increased.

Many of the part-time employees had been clients of the County Welfare Department receiving a basic grant under the Aid to the Blind program; until the passage of the "\$50 deductible" law, they had not worked. Encouraged by this opportunity to increase monthly earnings, they sought employment in the workshop. Many were able to build up skills and could then be regularly employed with earnings in excess of the basic grant. Others, however, were not able to develop skills for the jobs which paid higher rates; consequently, when they had earned \$50 in any one month, they stopped working even though work was available because they were unwilling to "jeopardize" their basic grant. Since County Welfare workers had very heavy caseloads, the review of individual budgets was usually not made for the current month. To assist this group to become full time employees is a challenge to workshop management which must be met by providing work of the type which could be performed by these people. The question of subsidies for these people was discussed many times, but lack of necessary financing and the complexities of administration prevented the development of such a plan. The needs of this group and many others who were constantly added to it through improved rehabilitation processes will be a constant challenge in the future.

It was the recognition of the increasing complexities of these programs which led to the establishment of a medical program in the workshop and the addition of a medical doctor and a professionally trained social worker to the staff.

### *Medical and Social Help in the Shop*

The study report had recommended that a medical doctor be added to the workshop staff to advise on proper placement of individuals on jobs with due regard for physical abilities and limitations, recognizing that many people seeking workshop employment had disabilities in addition to blindness. Defining the exact role of the doctor and financing the plan had to be worked out. With the help of Dr. Joseph Wearne, Director of University Hospitals, and Harold T. Clark, the doctor's role was defined and Dr. Wearne suggested employing a younger man who would have time for



this work. Dr. R. Scott Inkley was recommended and an arrangement was worked out which was satisfactory to Dr. Inkley and the Society.

In the meantime, Mr. Crawford had suggested a way of financing the plan. For some years the income from the estate of William Gunn had been used in Sight Restoration work. Now that other income had been secured for this purpose, it was appropriate to use this money for the shop medical program, and on Mr. Clark's recommendation the Board approved the plan.

With Dr. Inkley's help following a period of study, the medical program was to consist of the following:

1. Physical examinations of new workers to determine ability to handle certain jobs in the shop.
2. Referral of workers to clinics or private physicians when indicated. Because of the proximity of good clinic facilities at Polyclinic and Charity Hospitals, there seemed to be no need for daily attendance of a nurse at the shop.
3. Assistance and advice to shop workers in regard to medical matters.
4. Advice to the administration and Board of the Society on health programs in the shop and other departments of the Society. Dr. Inkley's help in determining needs in a new shop building was the result of this plan.
5. Through physical examinations and through personal knowledge of workers over a period of time, the doctor could make sound recommendations for persons who were being considered for placement in industrial employment.

In a report to the Board in 1955, Dr. Inkley spoke of the very great need for securing a part-time medical social worker to assist him in the medical program at the workshop. He pointed out that because his time was somewhat limited, he was not able to spend the necessary time in working directly with clients and interpreting to them their medical needs and problems. He felt that a trained worker, employed in this capacity, even on a part-time basis, would make his work much more effective.

In line with Dr. Inkley's recommendation, the Director proceeded to fill one of the staff vacancies with a graduate case worker from Western Reserve University, Mrs. Marilyn Holzer, who was assigned to the workshop two full days a week. She carried out recommendations made by Dr. Inkley and also worked with many other clients

of the Society who needed help. She was able to make the Aid to the Blind program of the County Welfare Department more effective for workshop employees. In 1954, Dr. Inkley was forced to give up his work with the Society because of his private medical practice and heavy teaching schedule at Western Reserve University Medical School. Little time was lost in the medical program, however, because Dr. Inkley was able to recommend as his successor, Dr. Eugene Vayda, who was appointed Medical Director of the Society in 1955. This plan has continued effectively up to the present time.

Dr. Vayda was affiliated with Highland View Hospital and was closely associated with rehabilitation programs. Consequently, he was able to be of great help to the shop staff and to become an effective member of the Society's rehabilitation program. A cooperative program with the Cuyahoga County Department of Public Health was carried out with respect to tuberculosis screening and the mobile unit made a yearly visit to the Society's workshop. Both Dr. Inkley and Dr. Vayda were very helpful in setting up a program for physical examinations for the camping program.

When other public health programs made recommendations to industrial workshops for the administration of public health measures, such as the Salk polio vaccine, the medical program of the Society was able to handle this effectively. The Society was able to provide a medical service for its workshop which was as effective as those of most modern industrial plants in the Cleveland area.

### *A Basic Problem in Workshop Operation*

Another internal problem which became an important factor in workshop operations (as it becomes a problem in every workshop employing handicapped persons), was the constant struggle between serving people and at the same time meeting production schedules and maintaining workshop efficiency. Under such pressure it was always hard to work at training people to "move out" into industry and at the same time to meet production schedules. No simple answers were found which would always work in this complicated situation. To work out this problem is another challenge for the years ahead.

It was an understanding of this complex situation which led the Board of Trustees and individual members of the Shop Committee to press for maximum efficiency in physical plant facilities, materials handling equipment and other services which have been described

in the section on "Physical Plant Changes." It was the need for serving a larger number of people than in the past, many with lower skills, that led to other changes in program which will be described.

### *Workshop Departments*

Under the able direction of Edward Crawford, the workshop had developed into five operating departments: Broom Shop, Cane Shop, Sewing, Weaving and Contract Work Departments. During the war years, the Broom and Sewing Departments had expanded production to meet war needs of private and government demands. The Contract Department had grown in size through sub-contracts from war plants. In 1949, there was a decline in the gross business in all departments from \$282,500 (in 1948) to \$277,322. This was the result of cutbacks in government business, particularly in the Broom and Sewing Shops and resulted in an operating loss of about \$6,000. The Weaving and Cane shops were not major producers and generally operated at a small loss or near the "break even" point. Gross business was up in 1950 with increased government orders and in 1951 the gross was \$536,082, the largest reached in this period. This was due to the many government orders in the Sewing Shop. The strain of such heavy sales on personnel in the Sewing Shop and the difficulties of financing which led to bank loans of \$50,000 made some retraction of sales desirable. The inability to secure help for these manufacturing departments was really the controlling factor. These fluctuations in production departments led to an analysis of sales and it seemed apparent that some plan to bring more stability into the sales picture was desirable.

Even with the fluctuations in sales, wages paid to blind people increased both in total and average hourly earnings and there was even an operating surplus to help in reducing bank loans and to finance increased inventories. In 1952, the Finance Committee recommended using surplus to reduce indebtedness (\$20,000) and repaid the balance of bank loans out of Special Purpose Funds through a loan to the workshop without interest. Another problem which seemed to be a major one at this time was the heavy Accounts Receivable resulting from business transacted with the government on a ninety-day-pay basis.

### *Contract Department*

The Contract Department showed fluctuations during this period but it was through this department that greater opportunity for

relatively unskilled labor was available. More business in this department helped to increase the average daily employment from 69 persons in 1949 to 93 persons in 1956. The Society's workshop was included in a survey conducted under the auspices of the Welfare Federation, concerning opportunities for sheltered shop employment in Cleveland. This study indicated that the Society's workshop was well advanced as compared with others in the community, but recommended community action in one area where all shops expressed need for help—the procurement of contract work.

Through an advisory committee of representatives of the four agencies maintaining workshops, the needs and objectives of such a cooperative activity were defined. Mr. Middleton, Assistant Director of the Welfare Federation, was asked to secure a person to carry out these responsibilities and in 1953, Oliver Cornelius, experienced in sales work, was employed. He maintained his office at the Society's workshop and the expenses of the program were met in the early years by grants from Cleveland Foundation. Later the program became relatively self supporting and charges were based on the amount of business allocated to each of the shops. While there was some dissatisfaction with this effort, particularly in view of growing needs and cutbacks in available work when the recession of 1956-57 was felt, the amount of work allotted to each of the shops, nevertheless, increased. The Society secured some large contracts from the General Electric Company and from the Craftint Company.

During this period, a goal of the Contract Department was to secure better paying contracts and to review existing contracts in view of increased labor and operating costs. Under the leadership of Victor Carew, who replaced Mr. Crawford on his retirement in 1957, a contract with Robert Gair Company, assembling crates for packaging of light bulbs, was renegotiated. It was under Mr. Carew's direction, and with the help of Herbert McAnly of the Shop Committee, that the Craftint operation was expanded and mechanized.

### *Weaving Department Discontinued*

While it seemed at one time that the future of the shop might be in contract type work, it became apparent over the years that a balance between contract work and manufactured goods was the most ideal way to maintain maximum and full employment with highest possible return to workers. In 1957, it became apparent that the Weaving Shop was not going to be able to continue in

competition with machine made articles and in 1958, the department was abolished. These workers were helped to secure work outside the shop or in other departments of the Society. This is another example of the trend away from craft type work towards simple manufacturing work, where assembly line processes could be used, and where a rather constant demand existed.

### *Cane Shop*

The Cane Shop, under the direction of Mr. Joseph Turchon, a very able teacher and supervisor, operated a small business each year and employed from five to eight workers year-round. Most of the business was the repair of caned furniture for individuals although some work was done for schools and other institutions. The men in this department, skilled through experience, were paid well and while there seemed to be periods of slack business, the shop gradually became very steady in its operations.

### *Sewing Shop*

The Sewing Shop, under the direction of Mrs. Irene Hall, had many problems during this period. Heavy government orders frequently required workers to put in overtime work. While this was to the advantage of the workers, there were periods in which the press of government work taxed the workers beyond what could be expected. In some periods, however, more frequently after 1952 when there were no government orders, there was need for increased sales to maintain full employment.

### *Broom Shop*

The Broom Shop, under the continued direction of Mr. Thomas DeChant, was still the backbone of the workshop operation. Details of the operation of this department have been given in this chronicle. The Broom Shop continued to operate effectively with increased gross sales and high wages paid to employees. In a study carried out by National Industries for the Blind, the Society was found to pay the highest rates to its Broom Shop employees of any such shop for blind people in the country. While many persons claimed that the broom making industry was a dying business, the Society's shop has held up well. However, a great need exists for additional sales outlets to maintain full production.

### *Retail Sales Program*

In seeking sales outlets to maintain full production in the workshop, the advice of National Industries for the Blind was sought. After study in 1949, they recommended establishment of a retail sales plan. Because of lack of space for a stock room and because

of heavy government orders in early 1950, the plan could not be started. In late 1950, space was made for a small stockroom and a modest program of direct selling was started. Upon further study by Eugene Morgret of National Industries for the Blind, a plan which had worked well in other agencies was suggested.

This plan was primarily designed to reach the direct user of these products, principally the housewife, and called for the establishment of a separate department to which the Industrial Shop would sell products at about cost. The program was to employ sighted sales people. The decision to employ sighted sales people was deliberate because it was felt that blind people would not be able to make a sufficient number of contacts in a day to make a door-to-door program operate in an effective way. It was also wished to avoid a sentimental approach to selling. Mr. Morgret had estimated that in the first year of operation we might expect to do between \$75,000 and \$100,000 worth of business and predicted that within five years gross sales would be \$200,000.

The Board and the Shop Committee, under the chairmanship of James B. Wolf, were primarily interested in leveling out shop production schedules and providing programs which would avoid the steep fluctuations resulting from government business during and after the war years. Mr. Morgret's plan was accepted after careful study by the Retail Sales Committee and approved by the Executive Committee in June, 1950. The Finance Committee advanced \$10,000 from the Industrial Shop account to provide necessary increases of inventory and to guarantee those employed immediate financial return.

### *New Plan Started*

Stephen Bakic, experienced in this type of selling, was made Sales Manager and he hired personnel to carry out the program. Gross sales in 1950 were \$17,500, and in 1951 they increased to \$83,100. Because of the difficulty in securing door-to-door sales personnel in a very restricted labor market, Mr. Bakic developed a plan of holding group sales in industrial plants. The first sales in some of the larger plants were most successful and served to carry the program during this first year. In 1952, gross sales were \$146,146 and the program showed an excess of income over expenses of about \$8,300, but at the same time inventories almost doubled to \$14,600.

In May, 1951, the Retail Sales program of the Society was moved to 8128 Carnegie Avenue, where more space was available to

handle the increased business. Although a rather large off-street business was expected, this did not happen and the bulk of income continued to be from group sales at industrial plants and from door-to-door selling. One of the continuing problems in this program was the maintenance of an effective, well instructed sales force. It was originally planned to have a crew manager work together with a group of sales people and thus secure adequate coverage of the various areas of the city as well as to provide control over the sales people. The objective of the program was not to sell "blindness" but to sell merchandise produced by the Society. In order to fill out the line of products it was necessary to purchase items from other organizations for the blind. This was balanced by the sales of the Society's products to these shops and thus a rather good cooperative plan was developed to the advantage of those who were participating in the program.

### *Problems Lead to Changes*

In spite of personnel problems, the program continued to operate effectively during 1953, 1954 and 1955. The highest gross sales were \$187,038 in 1954, with an Operating Surplus of \$5,500. In 1955, however, because of the great difficulty in securing sufficient personnel, a program of telephone solicitation was initiated. This proved to be a difficult program to control, and under it, delivery costs began to skyrocket with a consequent slight loss in 1955. The program continued in 1956 with gross sales of \$203,000, but with a loss of \$4,242, a direct result of increased delivery costs. When the new workshop building was completed, the operation was moved back to 55th Street.

In 1956, Mr. Bakic, feeling the pressure of lack of personnel to handle the program, decided to leave the Society. He was replaced by Fred Uhler, a person experienced in direct selling to consumers. Mr. Uhler energetically entered into a program of telephone solicitation and increased the gross business by a considerable amount. Through careful management, he soon was able to reduce the delivery costs to a reasonable amount, but the large number of small orders which required careful handling through the bookkeeping office necessitated accounting procedures which were very costly. After some attempts to meet this problem, it was finally decided that the only way to reduce the excessive cost of bookkeeping and high delivery costs was to operate the program through a series of distributors who would purchase goods directly from the Society and then take the responsibility

for delivering the goods and handling the sales program. This program was supervised by the Sales Manager and seemed to be an effective way of handling the plan, achieving one of the basic objectives of the program, which was to provide outlets for products of the workshop.

### *Program of Sales in Department Stores*

For many years, the Society had come to regard the sales held in various department stores in the city of Cleveland as a major outlet for products made by blind people. In the early days of the Society this had been a very effective program and had helped the Society sell the products of its workshop and its Home Industries program. The store sales at the Halle's, Higbee's, Taylor's and the May Company also secured fine publicity for the Society. With the growth of the Retail Sales program and with large government orders continuing through 1953, there was a sharp reduction in goods available for sale in the store sales program. At the same time the reduction in the number of "craft-type" items made in the workshop resulted in less attractive merchandise for sale in the stores. For a time it seemed that an expanding Home Industries program might fill this gap, but in the long run this hope did not reach practical fulfillment.

The store sales were operated almost entirely by volunteer workers from the Sterling, Westlake and Helm Committees, and after 1955 with help from the Grasselli Committee, all of whom set up the merchandise and provided sales help. There had always been a feeling on the part of volunteers that design of products could be improved and this feeling was translated into action through "design committees" which had been helpful to workshop supervisors. By 1950 however, there seemed not to be enough goods being manufactured of sufficiently good design. At the suggestion of the volunteer workers a committee was formed under the leadership of Mrs. Kelvin Smith. Following study, the committee made a report to the Board in July, 1950, and suggested the following:

1. Reducing the number of store sales to two each year, yet keeping alive the active interest of the stores.
2. Continuing study of the problem.
3. Exploring ways to secure help of stores in merchandising and design.
4. Studying ways to improve the Home Industries program, utilizing volunteer and staff workers.



This report of the committee was accepted and under the leadership of Mrs. Adrian Medert plans were developed to carry out the recommendations. Many new ways of merchandising have been utilized and a new Home Industries program was developed later. Even after several years of study and work, the problem was not completely resolved. There are many volunteer workers and Board members who feel that the store sales were most effective. It seemed obvious that the report of Mrs. Smith's committee was a compromise and was at least as much the result of staff workers' thinking as that of volunteers.

The sales continued each year under this revised plan. With the development of the Home Industries program, it seemed that there might again be a real need for the broader store sales plan. In 1952, the Spring sale was held at the May Company and in 1953 at Taylor's, with the Christmas sale being held at Halle's. In 1954, Higbee's decided that they could no longer participate in this plan and the May Company again cooperated by providing desirable space. In 1954, an interesting experiment was tried in cooperation with Halle's staff. With the spread of the Halle stores to the suburbs, it was felt that a sale, held concurrently in each of their four stores, might increase the sales volume. This was carefully entered into with Mrs. Oliver Weber handling the publicity and with volunteers handling the stores under the general direction of Mrs. Adrian Medert, Mrs. S. J. Foerstner, Mrs. Charles Reich, Mrs. William Crofut and Mrs. Russell Sanner. The sale did produce an increased volume but stocking and merchandising at four stores was extremely difficult and the plan was discontinued.

Somewhat related to the store sales in that it was an attempt to sell additional merchandise manufactured in the workshop and Home Industries program, and also because it was largely a volunteer activity, was the Society's booth at the Annual Home and Flower Show held in Cleveland each year. The Society secured space without charge, through the help of Charles B. Gleason, and exhibits were held in 1952, 1953 and 1954. After 1954, no display was held because it was difficult to man the booths for long periods of time. In many ways it was a good activity and helped to interpret the Society's program to a larger number of people.

### *The Home Industries Program*

One of the most important areas of service recognized by agencies for the blind across the nation is that of providing remu-

nerative employment for those persons who are unable to come to a workshop or secure employment in any other way. For these homebound persons, the need exists for some constructive employment plan. The difficulties of working out an effective plan for such persons is indicated by the fact that only a few agencies for the blind have been able to develop programs.

For many years the Society had maintained a program of help to individuals who were homebound. The program was small and was operated primarily by the Home Teacher in cooperation with certain of the Industrial Shop departments. Most of the people involved in this program were skilled in some kind of craft and many of the articles which they made were sold at the Society's store sales and, occasionally, through other shops in the community.

### *Studying the Program*

The Director, in writing his report in 1950, felt that this was an area which should be studied further and suggested that the consultant from National Industries for the Blind who specialized in Home Industries programs, Miss M. Roberta Townsend, be invited to come to Cleveland in March, 1951, to study the Society's program. In her final report, Miss Townsend recommended that a worker be employed when funds were available to get the program started, and agreed that at such time she would return to Cleveland to assist in setting up the program.

In 1951, the Board of Trustees recommended to the Welfare Federation that funds be made available for the employment of a Home Industries worker in the Society's program, but due to other pressing needs of the community no money was made available to the Society at that time.

### *The Work of Mrs. Oliver Schaaf*

In their contacts with many of the clients, some of the volunteers had become aware of the needs of homebound individuals and they discussed with the Director the possibility of trying to provide work for a larger number of people. The volunteers were led by Mrs. Oliver Schaaf who was, at that time, chairman of the Junior Committee. Mrs. Schaaf was most enthusiastic about the possibilities and felt that the products which were made by the individuals could be sold at the store sales and through other outlets. She was also convinced that volunteers could help in the preparation of materials and in the determination of what articles could be made. The program was started in 1953 and it soon became ap-



MRS. OLIVER SCHAAF

parent that funds would be needed to purchase necessary materials for the individuals who were to be served. Mrs. Schaaf personally provided a grant of \$500 to establish the Home Industries Fund which was to be used as a revolving fund to provide capital for the program. In January, 1954, after the program had been in operation for a few months, Mrs. Schaaf reported to the Board of Trustees that there were 21 workers in the program and that the fund had increased to \$700 through contributions and through small profit made on articles. In November, 1954, Mrs. Schaaf reported additional success in the program, indicating that the balance in the fund was \$1,532 and that many volunteer workers were regularly coming to 93rd Street to assist in the preparation of materials for homebound individuals.

#### *Staff Worker Assigned*

In the Fall of 1954 some funds which had been left to the Society were designated for the Home Industries program and so set up in the Welfare Federation budget that year. A worker, Mrs. Catherine Biddle, was employed to give direction to the program on a permanent basis. Under the direction of Mrs. Biddle and with

the help of Mrs. Schaaf and her committee, many interesting projects were developed. One of these was the manufacture of Christmas tree ornaments from discarded materials donated by one of the local industrial plants. A substantial number of articles were sold at a pre-sale held in 1954 prior to the store sale at Halle's. It soon became apparent that the type of articles which were made in the Home Industries program required so much volunteer preparation that the program would not be feasible on a continuing basis. Mrs. Biddle observed that the Home Industries program would always be limited by the skills of the individuals who were served in the program.

In January, 1955, Miss Roberta Townsend of National Industries for the Blind was invited to return to Cleveland to again study the program and to make recommendations. Miss Townsend had just established a Home Industries program in the State of Vermont and was well aware of the many possibilities, as well as pitfalls, of such a program. It was her judgment that the present plan could not be operative on a year-round basis serving a substantial number of clients. She suggested that a plan be initiated which would provide industrial homework to all who needed it after a careful screening of their needs and abilities, and felt that industrial type homework was the only sound answer to this program. This work would consist of contract type work to be sent out from the workshop, or the manufacture of standardized items which could be readily sold through a Retail Sales program and through other outlets. She called attention to a second group of people who would be best served by a craft work type program. She noted, also, that a third group of clients might benefit by a program, but only from a therapeutic viewpoint. These were people who did not need the income but who did need to be constructively occupied.

In outlining the Society's program, it was thought that the first two types of groups might be served in a revised program. Soon after Miss Townsend's recommendation, Mrs. Biddle left the employ of the Society to return to England.

Without a person in charge of the program, volunteers continued to operate it within a limited area. One of the items which had proved to be very saleable was knitted golf club covers and volunteer workers visited all the professional golf shops in the area, and in Florida, securing substantial orders which kept many individuals busy during that year.

In 1956, Miss Ellen Garms was hired as Home Industries worker.

She was well prepared, with a Master's Degree in Art, some experience in craft work, and good experience in department store selling.

Miss Garms entered into the program enthusiastically and was familiar with Miss Townsend's report. Miss Garms traveled to New York to visit other agencies where Home Industries programs were carried on and returned thoroughly convinced of the need for a revised program. In her report, Miss Townsend had suggested that the Home Industries program be considered as an extension of the Industrial Shop program rather than as a separate entity. Consequently, when new space became available at the workshop, the Home Industries program moved to 55th Street and continued to operate from that location.

During this time, attempts were made to send out contract work from the Contract Shop to those persons who were able to maintain production schedules and to get the work done in time. It became apparent, however, that this program was going to be an expensive one, requiring additional funds to handle delivery costs, thus necessitating heavy subsidization. This fact, coupled with the lack of contract work at that time, made it difficult for the program to succeed. In 1958, the problem was brought to the attention of the Industrial Shop Committee who studied the program carefully. At this writing, no final decisions have been made. There seems to be no question about the need for such a program but details must be outlined in a more satisfactory way if the program is to succeed.

Probably as much time and thought has gone into this program as any other entered into by the Society. It is hoped that history will indicate that lack of success was the result of the complexity of the problem rather than the lack of an intelligent approach to its solution.

## *Concession Stand Program*

### *Background*

A previous section has told of the development of the centrally managed plan of concession stand operation. In 1940, 16 employees earned a total of \$15,706, and the gross operation was \$97,966. In 1949, the gross had increased to \$354,873; there were 27 employees in the program and earnings were \$63,532, the average being \$2,464. In 1958, the gross sales were \$671,000; the total earnings of blind employees were \$164,000, and the average earnings of operators were \$4,500. Much more significant

than average earnings, however, was the range of earnings of regularly employed stand operators. When one looks behind these figures and discovers what earnings in this program have made possible for operators to accomplish in family living, one is completely "sold" on the excellence of this program as an employment opportunity for properly qualified and trained blind persons. This period is a very dynamic one in the Concession Stand program, not only because of the increase in the number of stands, but because of the refinement of merchandising policies.

### *The Cleveland Program*

The program in Cleveland consists of two types of stand opportunities: first, those locations secured and originally financed by the State of Ohio, Division of Social Administration; secondly, those stands primarily in industrial plants, office buildings, city and county buildings, which were developed and financed by the Society. Most of the state stands, of which there were six in 1949, were in state buildings. One was in a Federal building and two were in industrial plants. By agreement with the state, all of the stands in Cuyahoga County were supervised by the Society. Operators of stands were charged a percentage of gross sales for management services. This income was "set aside" to finance capital improvements and to provide for the construction of new stands. In effect then, this program was a self-sustaining one and did not have any subsidy. Although the state stands were financed by public funds, these were "returned" in a sense, to the rotating fund maintained by the state. Money was borrowed from the Society to finance new locations and for major capital improvements, but these loans were quickly repaid. It is of real significance that there are such self-sustaining programs in existence, for they serve to prove that such programs can operate effectively without public support and can provide a high level of earnings to competent operators. The story of this program was highlighted in an article written by Carl Johnson, who became stand manager in 1952. The article published in *The New Outlook for the Blind*, has been a fine addition to the literature in the field.

### *Development of a Manual of Operations*

In 1949, the program had increased so in scope that the Stand Manager and one supervisor could not handle adequately all of the requirements of supervision. In addition, activities in some of the larger stands raised questions for which policy decisions were

required. The need for carefully written out policies and procedures had become apparent. It was decided to develop such a guide with the help of a committee of stand operators chosen by the operators themselves. Emmett Burke, Raymond Mayville and William Patterson worked with Mr. Crawford, Mr. Krome, the Stand Manager, and with the Director in developing this manual. When the preliminary form of the manual was completed, it was reviewed carefully at a meeting of all the operators and mimeographed for distribution. Copies for all operators were published in Braille by the Volunteer Service for the Blind, Inc. of Philadelphia, without charge to the Society. The manual, both in print and in Braille, has had wide circulation and has served also as a guide in the training of new operators, as well as a basic policy manual for the daily operation of the stands.

The minutes of Board meetings in 1950 indicate the need for new stand locations. With the loss of the stand at the Grasselli Chemical Plant, the number of stands was reduced to 18. The loss of this stand was significant in many ways. With the growth in size and power of unions in industrial plants, there was a demand for better food services. Officials in the Grasselli Plant wanted to provide a cafeteria service, which the Society was not equipped to handle, although at a later time such a cafeteria operation was worked out for another industrial plant. This was an indication of the need for a different type of service and new equipment if certain locations were to be maintained.

### *A New Stand Manager*

Norbert Krome left the program in early 1951 for reasons of health and Carl Johnson succeeded him as manager of the program. Mr. Johnson had had many years of experience in the State of Ohio stand program. He, therefore, brought to the Society not only knowledge of stand operations and supervision, but also great enthusiasm for the program. His assistants at this time were Louis Perris and George Smith. Mr. Perris had been a stand operator and his experience was most helpful. His vision had been restored through the Sight Restoration program and consequently, he was no longer eligible to serve as an operator in the Society's program.

In 1952, three new stands were opened: a small one in the Criminal Courts Building; a large, productive stand at the State Receiving Hospital; and a large cafeteria stand at the plant of the Universal Spring and Wire Company. In the latter plant, during times of full employment, the stand was open 24 hours each day.

It required a manager and two assistants during day shifts, and a single operator during the night shift. In this stand several new pieces of equipment were developed to enable the operators to serve hot foods rapidly. The State Receiving stand sold coffee and sandwiches, as well as a full line of toilet articles and sundries, which were purchased by patients, staff members and visitors. At the November meeting of the Board of Trustees, Mr. Johnson explained the operation of the program to the Board and told of changes as the stands increasingly handled new lines of merchandise. With closer supervision and improved merchandising help, the operators increased their gross business and there was a sharp rise in the earnings for operators.

### *Development of a Central Warehouse*

With the increase in volume of business and improvement in the new lines of merchandise, Mr. Johnson and his staff entered into a study of sales volume with the thought of purchasing directly from manufacturers, rather than through jobbers. During a visit to the Canadian National Institute for the Blind, a careful study was made of a large volume stand operation which maintained its own central warehousing plan. With the study completed, and volume in various lines determined, expert advice was sought from those experienced in similar business operations.

One other factor had become of major importance early in this year. Most of the stands had added sandwiches and coffee to their line of merchandise, a very important part of the stock. Sandwiches had been purchased from a caterer who was in the factory catering business, and for a time this worked out in a satisfactory way. As the Society's needs grew, service from this company became less satisfactory and some unfortunate practices developed among the drivers, with the result that the sandwiches were not always fresh when they arrived at the stands. This was a very serious matter and it became essential to change the source of supply. Careful investigation of other sources was made, but because of many problems mainly centering around the delivery of this merchandise to stands located in various parts of the city, it seemed impossible to secure a reputable concern which would be interested in the Society's business. Therefore, the Society entered into the sandwich-making business as part of the warehousing and wholesaling operation.

In October, 1953, after careful study of the whole plan, the warehousing operation was approved by the Board, and arrange-



ments were made to advance \$15,000 in capital to start the operation. The year 1953 closed with a gross business of \$510,000, with 32 operators employed during the year.

The year 1954 showed the many problems relating to the Wholesale Department and it was apparent in November of that year that the department would show a deficit. At the Board meeting in December it was pointed out that a major problem was that of sufficient personnel to handle all the necessary details of the warehousing program. This plan, which had operated in 1953 with a surplus, showed in 1954 a loss of \$4,088, which had occurred primarily because of the deficits in the Wholesale Department. Two new stands were established late in 1954—one at the Harshaw Chemical Company office building, and the other at the new County Welfare building.

### *Wholesale Department Abandoned*

It became apparent that if the wholesale operation were to be successful, additional volume would have to be secured, and for a time it looked as though a stand might be secured in the new building of the Plain Dealer, which would have helped to increase volume considerably. It was definitely decided that this building needed a very complete cafeteria service, which the Society was not able to provide. In April, 1955, the Wholesale Department was still showing a loss, although the sandwich room was being brought under control and was operating at a very small deficit. In May, the Treasurer of the Board recommended that careful consideration be given to discontinuing the Wholesale Department because of the steady deficit incurred through this operation. Therefore, during the Summer of this year the Wholesale Department was gradually discontinued. The sandwich room was maintained and began later in the year to break even and show black figures.

Despite loss incurred through the Wholesale Department's operation, there were many indirect benefits which resulted from the experience gained in this program. Large discounts from volume business were made possible. Buying could become more centralized and the competitive situation among jobbers became favorable to the operators in the long run. Hugh Gibson had become chairman of the Concession Stand Committee of the Board and became very active and helpful in the management of the program. Late in 1955, an interesting plan was developed to assist the operators in becoming more aware of the importance of merchandising. With

the help of Mr. Johnson, Professor Keiber of Western Reserve University School of Business Administration, developed a course in merchandising, in which all of the operators were enrolled.

In 1956, with the passage of the new Rehabilitation Act, Public Law 565, a problem developed with the State of Ohio, which was being pressured by the Federal government to develop a uniform service charge in all stands in the state. After much negotiation with state and Federal officials, a satisfactory plan was worked out, so that the Society could continue to supervise the stands without loss of income. In June, 1956, the stands at the Ohio Bell Building and the Cleveland Clinic were completely modernized. This resulted in improved operations, with a consequent increase in business and improved opportunities for the operators. In September, the program suffered a severe blow with the loss of a stand at the Hydreco Corporation when the company moved away from the Cleveland area. This meant a loss in volume and resulted in shifting of several operators, in order to maintain positions for the men who had been employed in the stand at Hydreco.

### *Development of a New Service*

In 1958, a new food service was developed at the National City Bank building. The Society, in competition with other similar food service operations, was awarded the contract to provide service for coffee break for bank personnel. Service was started in February of 1958. Carts were purchased and serviced from a room in the bank building and were then dispatched throughout the building on a regular time schedule. They served all departments, permitting workers to have what has become a customary break during the morning without having to leave their departments. This, of course, was a saving of employee time. This service seems to be a sound one, and opportunities for a similar service in other office buildings will probably develop along these lines.

Thus, we have seen the growth and development of a very important program providing employment to blind people in the Cleveland area. The program has been a successful one and should continue to be so in the years to come. There is a need for a center for the training of concession stand operators and supervisors. With its broad experience in operating such a large program, the Society would be a logical place for this new important development in service to blind people.

## FINANCE AND ACCOUNTING PROBLEMS

### *Importance of Sound Accounting*

**I**N THE United States, private philanthropy has tended to outspend the public treasury in meeting human needs in health, welfare and education. This phenomenon has been part of the spirit of America based upon the freedom of the individual to recognize areas of human need, and to proceed to meet these needs through philanthropic giving. This giving has taken many forms and our tax structure has encouraged private giving to maintain this freedom of individual action. Boards and administrators of private agencies have long recognized the need for sound fiscal policies to handle the donated funds given them as a public trust. Therefore, sound financing, accounting and fiscal reporting have become of major importance in the administration of social agencies.

During the early years of the Society, these fiscal problems were relatively simple, but as programs expanded in scope and size and became more costly, and more funds came to the Society to aid in meeting operating and capital needs, the problems of maintaining accurate records of gifts and expenditures increased. Because of the complex nature of the Society's program as compared with that of other social agencies, this area of administration deserves special comment.

In the social service program, the handling of income and expense was relatively simple. Even with the addition of the summer camp program and the growth of specially designated funds, budgeting and reporting were rather simple procedures. However, when the Industrial Shop and the Concession Stand program began to grow in size and complexity, and when the Retail Sales program was introduced, the fiscal procedures became much more complex. The shop was operated as a business with payables, discounts, receivables, inventory, and all the usual accounting problems of an industry. The Concession Stand program, largely "a nickel and dime" business, required detailed daily reporting. The Retail Sales accounting procedures were similarly detailed. When these different types of fiscal matters had to be handled in a single accounting department, its operation was not without problems. Handling of a large number of accounts, each of which required a different method of figuring costs, and providing for accurate reporting in all of these areas, required additional personnel and sound supervision as the total operation grew in size.

## *Relationship with Welfare Federation*

Cleveland has become over the years one of the strongest Community Chest communities in the country. Its record for individual giving in a single federated drive has been higher than most cities. Money raised has been allocated to agencies through the Welfare Federation's various councils. These allocations to agencies have been based on cooperative planning, which recognizes community need. In theory, and in many instances in practice, this plan has worked admirably, but in general, the total amount raised has not equaled the need, a major weakness of the plan. Federated giving has one other weakness which has been only partially met by this plan; it does not permit in a fully adequate way the expression of individual wishes in giving to a specific agency or charitable cause. While these statements could be debated, it was true in the case of the Society that this type of community organization tended to restrict growth and change in programming and staffing as needs became recognized by the administration and Board of the Society.

However, there have been, and are, many strengths in this plan which may well be more significant and more important than the financial side of this picture. Community planning through the Welfare Federation brings a much broader understanding of the needs of the city and of the role of various agencies in meeting these needs in a cooperative way. It promotes a spirit of working together and does not tend to isolate the specialized agencies, as happens in other cities where community planning is not as well developed. Through such planning there have come to be certain efficiencies and common services which would not be possible at as low a cost. Examples are the centralized purchasing of standard products used by all agencies, the accounting services and advice available to agencies who can use them and need them, and the aid to agencies and staffs of members through group insurance and retirement plan programs.

The Society has always been active in community planning, and its board and staff members have served with distinction on various committees of the Welfare Federation. The record shows that the Society has worked well within this structure, contributing to it in good measure and benefiting from it in good proportion. Particularly noteworthy has been the work of Galen Miller, Charles B. Gleason, Mrs. Kelvin Smith, Mrs. David W. Frackelton, Mrs. George Case, Jr., and Mrs. Clark Bruner, all of whom have played a leading role in the Society's program, while at the same time

serving in an outstanding way in Welfare Federation activities. Both board and staff members have served as representatives of the Society on the Health Council, Casework Council, and Group Work Council, as well as on standing and special committees of the Federation.

The Society's social service activities are budgeted through the Health Council. The Industrial Shop receives some small subsidy through this budgeting by including salaries of three shop supervisors who provide training services, and by including a small part of the cost of bookkeeping for social service activities. The Concession Stand and Retail Sales programs are completely self sufficient, and the camping activities are financed separately without the Welfare Federation's support. Some years prior to 1949, a committee of the Board, Carl N. Osborne, Galen Miller and Charles B. Gleason, had worked out a plan with the Welfare Federation through the help of Mr. C. M. Middleton, the Associate Director. This plan established the social service accounting plan on a cash basis, but recognized the need for an accrual plan for the business operations of the Society. The Welfare Federation agreed not to withhold funds from the Society if the workshop or other programs showed an operating surplus; on the other hand, it was agreed that they would not provide deficit financing of these business activities.

### *Growth in the Program*

Income for the social service program came mainly from five principal sources: (1) Income from endowment funds controlled by the Society's Finance Committee; (2) Income from trusts in which the Society was a designated beneficiary; (3) Fees for services to clients from the State of Ohio; (4) Direct gifts for social service activities and undesignated for special purposes; (5) The Welfare Federation grant, which was the difference between budgeted income from other sources, and budgeted expenses approved by the Health Council. The income and expense items for the camping program appeared in the budget as balancing items only, since this program was not supported by the Welfare Federation. Principal income for camp activities came from the redemption of Ohio State sales tax stamps, designated gifts and fees from clients.

During this period there was little growth in the book value of the endowment fund of the Society, but with prosperity and sound management of the fund, the income increased considerably. The

income from trusts increased in like proportion, and to the above was added income from the trust established by Samuel Fleming, of which the Society was one of five beneficiaries. Fees directly from clients increased little, but income from fees for services to clients of the Ohio State Rehabilitation Services showed a marked increase during this time. Welfare Federation regular grants during this period were increased as more money became available for distribution. The percentage relationship remained about the same, comparing 1949 with 1958, at about 48 percent of the social service budget. The total operating budget, which is a better measure of total service to blind people in the community, increased from \$695,232 in 1949, to \$1,407,947 in 1958.

### *Financing: Industrial Shop, Retail Sales, Concession Stands*

During the early years of workshop operation, financing problems were not very great. Seasonal purchase of raw materials made short-term bank borrowings necessary in modest amounts, and these loans were met promptly. Even during the war years, financing large government orders did not require heavy loans, and in some years, financing was conducted without borrowing. In 1948-49, with cut-backs and an operating deficit, modest borrowing was necessary. With the start of the Korean War, heavy loans became necessary to finance large government orders in the Broom and Sewing Departments. This situation, together with slower-pay on government business and heavy accounts receivables, made working capital very short. In 1952, the trustees decided to lend money to the workshop from Special Purpose funds without interest, feeling that this was the most economical way to provide necessary financing.

The Contract Department of the shop grew in size during this period, but this did not place a heavy burden on working capital because no purchases of raw material were necessary. Only labor and overhead were factors in this type of operation—a fact which made this type of business desirable. One of the problems was the correct pricing of contract work. More accounting work related to costs increased the load in the accounting department.

The Retail Sales program, as has been indicated before, was financed by a small loan from the shop, and until 1956 there was not much of a problem with financing and accounting. In that year business increased greatly, but in spite of this, a loss occurred which

required analysis. Up to this time, bookkeeping had been handled separately from the other accounts, but in this year the work was brought into the main office and combined with the other accounts. When analysis of costs was necessary, this placed a heavy burden on the bookkeeping program. Analysis of deficit in the Retail Sales department showed that delivery costs were much too heavy and work was started to reduce these costs. To do this, more frequent reports were required and this was accomplished through centralized bookkeeping, but not without heavy strain on the personnel in the accounting office.

As the Concession Stand operation grew in volume, more accounting work was required. The attempt to operate a Wholesale Department and to develop a food preparation center added greatly to the accounting problem. Although the wholesale services were given up quickly as not sound, the food preparation center continued and required almost daily reports to keep an accurate check on costs. All this detail added much to the already overburdened accounting office.

### *Reorganization and Change*

During the early years the bookkeeping operation under the supervision of Edward Crawford, Business Manager, was simply handled with a small number of people. But as the various operations increased in size, the work load increased. In 1954, it became apparent that the Society was not carrying out its accounting procedures in the most effective way. Financial reports were delayed and these reports became rather complex. The Director and Mrs. Kelvin Smith, President, recommended a study of these problems and a review of accounting and auditing problems. The regular annual audit was conducted by an auditing firm employed by the Welfare Federation as one of its central services. The procedure which had been followed for many years provided thorough checking of social service accounts and related funds. Audit of the accounts of other departments was done, with spot checks of inventory and accounts receivables. Such a procedure seemed to be adequate for the Society in the judgment of the Board of Trustees and the Welfare Federation.

Raymond Ashman, former partner of Ernst & Ernst in Cleveland, was appointed chairman of a committee to study accounting problems. This study indicated a need for additional personnel and for possible installation of some mechanical bookkeeping pro-

cedures. In September of 1955, Carl N. Osborne, a member of this committee, and for many years chairman of the Shop Committee, recommended that a skilled accountant and one experienced in the operation of bookkeeping machinery, be hired on a part-time basis to supervise the carrying out of recommendations of the committee. Mr. John Bartram was chosen for the job; mechanized bookkeeping was gradually installed for some accounts, and reporting procedures were simplified. In 1957, after 22 years of service, Edward R. Crawford retired as Business Manager.

### *Reorganization Uncovers New Problems*

Victor Carew, successor to Mr. Crawford, had come to the Society in September, 1956. By the end of that year he was well acquainted with shop and accounting procedures. In January, 1957, activated by the need for additional working capital, he and Mr. Bartram studied the accounts receivable balances which had increased much more rapidly than the business had expanded. Mr. Bartram made a careful aging of these accounts and found that many large concerns in Cleveland were carrying long overdue balances. Several of these were carefully investigated and irregularities became known. Further study and checking revealed a serious situation. Mrs. Russell, cashier, had been in charge of the cash books and the accounts receivable ledger. When she was asked for an explanation of the delinquent accounts, she confessed to embezzlement of Society funds over a period of 20 years. It was not possible at once to determine accurately the amount of the embezzlement, but it was apparent that the amount was substantial.

### *Meeting the Problems Squarely*

Immediately, the Director called a meeting of the Executive Committee to explain the situation. It was decided at this time to secure special legal advice from persons skilled in this type of work. Upon the recommendation of Harold T. Clark, appropriate counsel was secured. The cashier was discharged immediately and the Society entered upon an intensive period of investigation, employing the auditing firm which was familiar with its books. A private investigator was hired to determine whether or not the embezzled funds were still recoverable. After a thorough investigation, it was determined that positive proof of embezzlement could be made and that none of the money was recoverable, except from the bonding companies who had insured the Society. The Executive



Committee of the Society then decided that no course was open but to turn the matter over to the proper authorities for prosecution.

Fortunately, only the Industrial Shop's Accounts Receivables had been tampered with, and there was no loss of income to blind persons because of this embezzlement. As soon as the approximate amount of the embezzlement was determined, one of the very loyal friends of the Society, who wished to remain anonymous, made a gift to the Society in an amount of money necessary to cover the total amount of the embezzlement. This very fortunate gift made it possible for the Society to continue its operations without transfer of funds from other sources and without any loss of working capital.

This was a very sad, unhappy chapter in the history of the Society, but the reputation of the organization, the outstanding work of a small group of trustees in "seeing it through" and the soundness of the Society's finances in all other directions were such that the newspapers were very fair in their handling of the situation.

### *Expansion of Program and Plant Through Designated Funds*

During the very early years of the Society, the budget was a modest one. But as the staff and program of the agency grew to meet the needs of an expanding community, more adequate resources were necessary. Mrs. Palmer has told of these early years and of the growth of services as Cleveland came to understand the needs of blind people and the soundness of the Society's activities on their behalf. Caesar A. Grasselli, among the first to recognize this need, gave his property and mansion on 55th Street as a headquarters for the growing agency, and made a generous gift in the form of stock of the Grasselli Chemical Company to establish the endowment fund. Following his example, others in the community added to this fund. As others came to understand the program of the agency, trusts were established which, together with the endowment fund, continued to provide a good financial base. Even today, the fine interpretive work of Board leaders and staff of many decades ago is reflected in the distribution of estates in which the Society is a beneficiary.

Over the years, the endowment fund has slowly grown, until in 1949 it was \$97,733 (book value). In 1957, the fund totaled \$110,347. In 1958, the trustees voted to transfer the assets of the Mary Nickel Brews Fund from the Special Purpose Fund, making the total endowment \$142,360 (book value). During the years fol-

lowing 1949 there was a good gain in endowment income, due to prosperous market years and inflationary tendencies. At the same time, there was a rather substantial increase in funds given to the Society for capital improvements and for other designated purposes. These gifts came to the Society as more people came to understand the program of the agency, and because a favorable corporate and personal income tax structure made such giving possible and desirable.

### *Growth of Building Funds*

Major additions to the workshop on 55th Street in 1937 had been made possible by money left to the Society under the will of Mrs. Meteline Wickwire. In 1944, the trustees established the Grasselli House Building Fund, with an initial gift from Miss Josephine Grasselli. The purpose of this fund was to prepare for changes which were being studied in the 55th Street property. The fund grew slowly and in 1949 it totaled \$72,884. When the trustees decided to purchase and renovate the Social Service Center on 93rd Street, the fund totaled \$106,635. With these expenditures there remained a balance of \$59,372. During 1952, a very successful campaign for funds to build a new shop building increased the fund to \$375,893. Expenditures at the Social Service Center for capital improvements had totaled \$56,573 by 1956. In constructing the new shop building and renovating the old shop structure, a total of \$327,673 had been expended from the fund. Fortunately, during this period the fund had continued to grow through unsolicited contributions.

The property in Claridon Township, on which Highbrook Lodge was to grow, was purchased and given to the Society by Miss Josephine Grasselli and Miss Prudence Sherwin. In 1950, a gradual program of improvement was begun with designated gifts and with money appropriated from the Building Fund. In 1958, with the completion of the new main lodge, more than \$98,765 had been used to develop the property and buildings at Highbrook Lodge.

### *Growth of Special Purpose Funds*

During the period 1949-1958, there was growth also in designated funds for special purposes. The story of the use of these funds—the Director's Discretionary Fund, the Sight Restoration and Medical Service Fund, the Home Industries Fund, the Carrie Turner Fund, the Wise Loan Fund and Pre-school Blind Fund—

has been told in previous sections. Through these special funds, the Society's program was broadened much beyond that which would have been possible under Welfare Federation financing.

In addition to these funds, many memorial gifts were established and designated for specific uses. Many gifts were given to the Society with restrictions on the use of the principal and income. The largest of these was the Grasselli Fund, which was a combination of gifts from the Grasselli family and a bequest to the Society from the estate of Miss Emilie Jungermann. These funds were given to assist the Society in its development, and the uses to which they could be put by vote of the trustees were broadly defined. They could not, however, be used for regular operating expenses. To the Grasselli Fund were added many other designated gifts in the Special Purpose Fund account.

### *The Combined Fund*

In 1958, following careful study of all funds, Burton A. Miller, Treasurer of the Society, and the Finance Committee recommended that these funds be consolidated into two funds. Those designated for immediate projects were to be held in a savings account so as to be readily available as needed. Other similar funds were grouped into a "combined fund" and placed in a custodian account at the National City Bank, to be invested. The Finance Committee continued its responsibility for supervision of these funds and determined the broad investment policy, with the bank providing the detailed service to this account.

With this careful organization of the finances of the Society, a strong base was established for broadening the Society's program and developing facilities required to carry out program plans. While these funds would not in themselves make possible major developments, they would allow the beginning of new services and facilities. A good start had been made.

## SUMMARY: PART II

**I**N THESE pages we have sketched in some detail the story of growth and development of the Society from 1943 to 1958. Not enough can be said about the devoted work of people and the human aspects of service, the sadness and the joys of relations with blind people in daily contacts.

There is no question that in Cleveland, the great majority of blind people feel that there is a sincere, sympathetic and deep concern for them as individuals, and that the Cleveland community wishes to provide realistic opportunities and services to help them become fully participating members of the community.

During these years of growth, there have been changes, but an outstanding fact about the Society has been the loyalty, devotion and interest of Board members, volunteer workers and key staff members, and the pattern has been one of continuity of service over a long period of time.

In providing services to blind persons, one needs an understanding of the generic factors governing inter-personal relationships of all people, and the "helper," whether professional or volunteer, needs an understanding of the specialized needs of blind people. Long service and close personal relationships provide this special kind of help. Through recognition of individual dignity and mutual sharing, a warmth and closeness has developed which has been characteristic of the Society's program since its beginning.

## **PART III**

**1958 - 1960**



# MEMBERS PRESENT AT BOARD OF TRUSTEES MEETING, JANUARY 26, 1959

Seated (left to right): Mrs. William B. Belden, Mrs. Donald Lintz, Mrs. George S. Case, Jr., Mrs. Karl J. Bishop (deceased), Mrs. D. W. Frackelton, Mrs. C. Carver Pope, Mrs. L. M. Hoyle, Mrs. Richard Sweet, Mrs. Adrian Medert and Miss Harriet E. Totman.

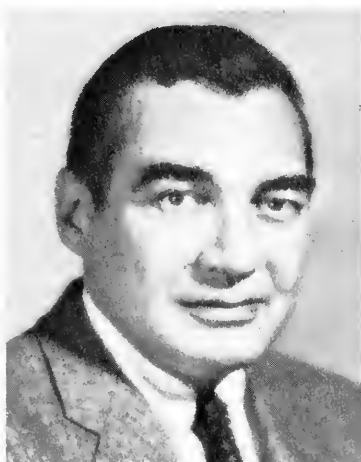
Standing: Hugh R. Gibson, Edward Howard III, Frederick S. McConnell, Jr., J. Kenneth Cozier, Mitchell Darling, R. Scott Mueller, Jr., Burton A. Miller, Mrs. Oliver A. Weber, Jr., James B. Wolf, Mrs. Howard Seel and Robert Hays Gries.

## HIGHLIGHTS OF THE SOCIETY: 1958 - 1960

### EXECUTIVE OFFICERS

AT THE 1958 Annual Meeting, members of the corporation re-elected Mrs. George S. Case, Jr. as President for the third term; Mrs. Clark E. Bruner, Hugh R. Gibson, Frederick S. McConnell, Jr. and R. Scott Mueller, Jr. as Vice Presidents; Edward Howard III as Secretary, and Burton A. Miller, Treasurer.

In 1959, Mrs. Case was elected to the Advisory Council and Mr. McConnell was elected President. He had served as Secretary from 1952-1955, and as Vice President from 1956 through 1958. Also, in 1959, Mr. Howard was elected as one of the Vice Presidents and Alfred M. Rankin as Secretary. The executive officers were re-elected in 1960.



FREDERICK S. McCONNELL, JR.



CLEO B. DOLAN

### STAFF CHANGES

#### *Appointment of Cleo B. Dolan as Executive Director, 1958*

Upon the resignation of Allan W. Sherman, September 1958, to become Executive Director of the New York Association for the Blind (The Lighthouse), Cleo B. Dolan, previously Director of the Ohio Services for the Blind, was appointed the new Executive



REV. DALE C. RECKER



BURTON A. MILLER

Director of the Society. He had received his Bachelor's and Master's degrees from the School of Social Administration, Ohio State University, and also attended Franklin University Law School in Columbus, preparatory to entering the welfare field in 1941.

### *Other Staff Changes*

Among the staff changes was the resignation of Al Anderson, Administrative Assistant, who became Executive Director of the Cleveland Mental Health Association. At that time, McAllister Upshaw, who had joined the Society's staff in 1957 as Casework Supervisor, was appointed Director of Social Services.

Burton Laderman, a journalism major who had four years of experience with the Cleveland United Appeal, joined the staff on a special project assignment as Director of Public Education and Information.

Early in 1959, Robert Lauretig and Walter Boninger, both graduates of the School of Applied Social Sciences, Western Reserve University, joined the Group Work staff — Mr. Lauretig as Supervisor and Mr. Boninger as Assistant Supervisor and Camp Director.

In July, 1959, Laurence Miller, a graduate of Hunter College, joined the staff as Assistant Supervisor of Rehabilitation Services. Mr. Miller became the Supervisor of the Rehabilitation Services



upon the appointment of James F. Hyka as Supervisor of the Industrial Division's Employee Services. In the Fall of 1959, Miss Claire Carolan accepted the position of Supervisor of Casework.

A short time later, Morton J. Sherman was appointed Consumer Sales Manager for the Industrial Division.

## SOCIAL SERVICES

The Society, as the community coordinating agency for meeting the needs of blind persons, assumes responsibility for the preservation and improvement of their social welfare. The Social Service Department is the coordinating center for implementing this goal. Therefore, greater emphasis has been placed upon strengthening this phase of the agency's services during recent years.

It is significant to report there were 632 new referrals accepted for service from January, 1958 through December, 1960. During the same period, the number of persons registered increased from slightly over 1600 to nearly 2100, a 24 percent increase. This raised the monthly caseload to an average of 655, or 187 clients per caseworker. The continued increase in referrals and greater scope of services have frequently contributed to long delays in processing referrals and providing the desired follow-up service. To aid in meeting staff needs in 1960, the Welfare Federation approved additional funds for the employment of a half-time caseworker.

The Group Work Department continues to meet a significant need for nearly 400 blind persons active in club groups, while over 250 attend summer camp each year. In the Fall of 1960, the Greater Cleveland Episcopal Diocese aided the Society in establishing its first Volunteer Driver's Pool. Thirty-five drivers were recruited to meet the transportation needs of blind people.

From 1958 through 1960, the Society placed 397 Talking Book machines, raising the total number of machines in service to 670. In cooperation with the State Division of Services for the Blind, arrangements were completed for the Cleveland Chapter, Pioneers of America, a national organization of telephone company employees, to service the machines at the Society.

The Rehabilitation Center, which was started in 1952, had provided 2,060 weeks of comprehensive rehabilitation services to 459 blind persons by the end of 1960. In addition, hundreds of individuals received special service from the Center in travel training, Braille, cooking, typing, telephone dialing, sewing and handwriting with aids.

Through the interest and generosity of Mr. and Mrs. J. Kenneth Cozier, Mr. and Mrs. Charles L. Stone, Mrs. Ralph S. Mueller, the Nearly New Shop and others, scholarship funds were made available for students who did not have funds to attend the Center. The Lezius-Hiles Printing Company assisted in creating a better understanding of the service by sponsoring the printing of 10,000 brochures.

### *Friendly Visiting*

Friendly Visiting has been one of the vital contributions made by the local volunteers of the Society for many years. The lack of agency staff to coordinate this service has frequently limited the scope of the program. In February, 1959, the Board of Trustees authorized the Executive Director to approach the Cleveland Foundation for funds to employ a professional worker.

In July, the Foundation approved a three-year grant, making it possible to employ a part-time social worker to assist in strengthening the Friendly Visiting program. With the able assistance of Mrs. Thomas Wykoff, Coordinator of Friendly Visiting, there were 40 volunteers visiting 60 persons on a regular basis at the close of 1960. This service will continue to fill a great need for many blind persons who live alone.



Cleveland Foundation Aids Friendly Visiting Development

## *Eye Screening and Low-Vision Clinic*

After several years of planning with representatives of the Cleveland Ophthalmological Club and Western Reserve University School of Ophthalmology, the Society formulated plans for a Low-Vision Clinic. A request for a three-year grant presented to the Federal Office of Vocational Rehabilitation was approved, effective February 1, 1959. Through the aid of Dr. Charles I. Thomas and Dr. Benjamin J. Wolpaw, Dr. Edwin H. Eigner was selected to serve as the first ophthalmological consultant. Late in 1960, he was replaced by Dr. Joseph G. Rosenbaum.

The purpose of the clinic is two-fold: sight restoration and improvement in the usefulness of residual vision. All persons seen in the clinic are referred by their own ophthalmologist. During the first 18 months of operation, 148 individuals were examined and 107, or nearly 80 percent, realized substantial benefit from the optical aids.

## *Ophthalmological Advisory Committee*

During the summer of 1960, the Society requested the assistance of the Ophthalmological Club in establishing an Ophthalmological Advisory Committee to assist the agency in providing maximum services for persons with visual problems. The following ophthalmologists accepted appointment to the committee: Charles I. Thomas, Benjamin J. Wolpaw, Co-Chairmen; Webb P. Chamberlain, Jerome A. Gans, Lorand V. Johnson, Roscoe J. Kennedy, James T. Mayer, Gerald T. Schwarz and Robert D. Weekley.

This group has been helpful in stimulating early referral of persons who can benefit from the Society's services, resulting in general strengthening of the agency's program.

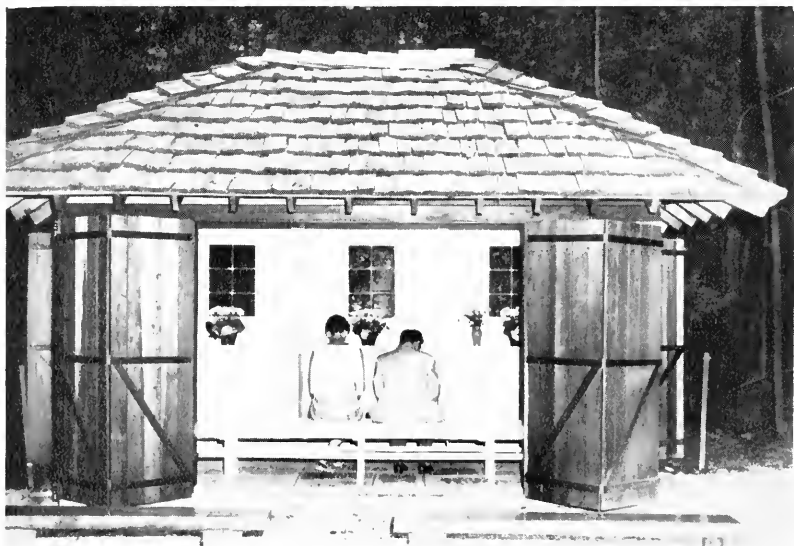
## HIGHBROOK LODGE

Late in 1958, the Board of Trustees authorized the employment of a camp consultant to help project long-range program needs. Ralph E. Diamond, a camping professional, was employed to work with the Camp Advisory Committee and staff in developing recommendations for future planning. In the Spring of 1959, recommendations presented to the Board of Trustees were received with great enthusiasm. Several of the recommendations were completed and others earmarked for the future.

## *Construction of Grasselli Chapel*

In view of the many expressions of interest in the building of a trailside chapel, exploratory work was done by the Camp Committee, Mr. Sherman and others associated with the Society, particularly Miss Josephine Grasselli. It was agreed that a small trailside chapel, to be used for meditation and special services, would bring additional enjoyment and meaningful experiences to the campers. It was further agreed the chapel would not normally be used for regular Sunday worship services, since members of local churches had arranged to take the campers to the church of their choice.

Miss Grasselli, Mrs. Howard Seel, Chairman of the Camp Committee, Mr. Sherman, and later Mr. Dolan, met with representatives of the three major faiths — Catholic, Jewish and Protestant — to obtain further suggestions. Because of her keen interest, and wide knowledge of chapels, Miss Grasselli was able to make many excellent recommendations. Later, Maxwell Norcross was employed to develop final plans. Through a substantial gift from Miss Grasselli, donations of masonry supplies by Robert P. Kneen and the development of landscaping plans by Ashley Norcross, Director of the Cleveland Garden Center, the trailside chapel was completed and appropriately dedicated on July 24, 1960, as "Grasselli Chapel."



Grasselli Chapel

## *Heating of the Cottages*

Because of the cool, damp evenings during the summer months, an experimental electric heating unit was installed in one of the cottages during the 1958 camping season. This plan proved satisfactory and it was recommended that each of the cottages be so equipped. The project, made possible through a gift of \$1,000 from an anonymous donor, was completed in the Spring of 1959.

## *Development of Phillips Park*

Many campers and staff members had expressed concern about a small swampy area near the road at the South side of the camp property. In spite of many attempts to drain the area, it remained a source of unpleasant odors and mosquitoes. The "Diamond Report" recommended the swamp be filled with gravel and made into a park and picnic area. With the aid of a gift of \$1,100 from Mr. and Mrs. R. G. A. Phillips, this development was initiated.

## *Other Improvements*

With the assistance of Phi Delta Theta fraternity at Case Institute of Technology, the Cleveland Heights Lions Club and a group of people from the Cleveland Psychiatric Institute, the trails have been improved. As a result of a \$5,000 bequest from the Pauline Bamberger estate and a \$1,000 gift from an anonymous donor, remodeling Bamberger Hall, the recreation building, was under consideration. Plans were developed for the construction of a swimming pool in the Spring of 1961, as a result of a sales tax stamp redemption project, sponsored by KYW Radio, with special assistance from disc jockey "Specs" Howard. Exploratory work was completed for a camping program with an integrated group of sighted and blind children in the Summer of 1961. Also, a color-sound film on Highbrook Lodge was set for completion by the Fall of 1961. The Northern Ohio Chapters, Order of the Eastern Star, sponsored production expenses.

## *Employment of Camp Ranger*

The camp survey recommended serious consideration be given to employing a Camp Ranger to protect the grounds and physical facilities at Highbrook Lodge. Because sufficient funds were not available at that time, the Sterling Committee agreed to assume, on a temporary basis, the expense of providing a part-time ranger until other plans could be finalized. A local resident of Chardon, Glenn Beardsley, accepted the position.

## INDUSTRIAL DIVISION

The Industrial Division continues to serve three primary purposes and functions:

1. *A Rehabilitation Facility.* As a part of the agency's comprehensive service structure, the Industrial Division makes its facilities available for evaluative and training purposes, aiding in elevating the individual blind person to his highest level of vocational, economic, health and social potential.

2. *An Employment Facility.* To provide employment opportunities for blind persons who:

- (a) Need or desire permanent remunerative employment.
- (b) Need or desire temporary remunerative employment until, through training and work tolerance buildup, they are ready and able to find employment in competitive industry.

3. *Therapy Experience.* For those with multiple handicaps who need to be active, therapy experience may be desirable.

It has become evident from the Society's experience and reports from similar workshops across the country, that it is becoming increasingly difficult for workshops to be as financially self-sufficient as in former years. Part of the problem centers around increasingly competitive manufacturing techniques and volume marketing. In addition, greater emphasis has been placed on rehabilitation and therapy to better meet the community needs of handicapped persons. This has reduced the potential of workshops to be



Manufacturing Fiberglass Mops at Modern Workshop

financially independent. The above factors, in addition to business trends, contributed to the need for greater subsidy of the Industrial Division. The following table indicates the high relationship of the division's activity to the general economic trends:

#### EMPLOYMENT STATISTICS

Year	No. of Full and Part-Time Employees	Equivalent No. of Full-Time Employees*	Wages Paid to All Blind Employees	No. Placed in Private Employment	Average Hourly Wage
1956	110	83	\$141,670	No Record	\$.80
1957	111	83	161,195	3	.88
1958	104	74	143,648	7	.83
1959	171	85.8	164,538	10	.87
1960	126	61	131,689	7	.97

\* Total hours worked by blind employees divided by 2,000 hours (per year).

In addition to valuable assistance of the Board of Trustees, the Industrial Division Advisory Committee, under the leadership of R. Scott Mueller, Jr., many substantial contributions have greatly improved the potential of the workshop, including: a large gift each year from an anonymous donor to buy new equipment; \$32,000 since 1952 from Mr. and Mrs. Herbert T. McAnly to provide Christmas bonuses; \$1,000 per year from Caesar A. Grasselli II, for special projects; and a new delivery truck from Ralph S. Mueller.



HERBERT T. McANLY



RALPH S. MUELLER

## FOOD SERVICE DIVISION

### *Food Service Advisory Committee*

An advisory group consisting of Hugh Gibson, Chairman of the Food Service Committee of the Board of Trustees, the Manager of the Food Service Division, the Executive Director and five stand operators, was established early in 1959. The purpose of this committee was to make recommendations regarding operation of the division and to strengthen communication between the employees and the administration.

### *Sales*

The gross sales of the Society's Food Service Division have tripled in less than 10 years. The steady rise in sales and operators' earnings is indicated as follows:

Year	Sales	Operators' Average Earnings
1958	\$671,000	\$4,505
1959	770,537	4,700
1960	865,397	5,021

### *New Stands Opened*

In the Summer of 1958, a new stand was opened at the County Child Welfare Building. In 1959, three stands were opened on the Shaker Heights Rapid Transit line and a new stand at the Lubrizol Corporation; in 1960, a new stand was opened in the Cuyahoga County Juvenile Court Building.

## EXPANDED GROUP LIFE INSURANCE PLAN

In 1955, the Society arranged for a \$500 Group Life Insurance policy to be carried on all employees, at the agency's expense.

The Insurance Committee reviewed the plan early in 1960, and recommended to the Board of Trustees that coverage be extended, with a range of \$1,000 to \$10,000. The amount of insurance available will be in proportion to the employee's income, with the agency assuming the premium on the first \$1,000 and the employee paying the first 50 cents per month premium on each additional \$1,000. This made it possible for about 230 employees to benefit from an extended plan.



## SPECIAL PROJECTS

### *Hearing Research Project*

In 1957, the Society received a three-year research grant from the Federal Office of Vocational Rehabilitation to explore the possibility of "Improving and Accelerating the Process of Raising the Hearing of Blinded Persons to a Greater Degree of Usefulness". The project was planned by Mr. Sherman and Mr. Hyka, with the staff assistance of the Cleveland Hearing and Speech Center. Dr. Fay-Tyler Norton joined the Society's staff in 1959 to carry out the final phase of the research, which was completed in the Fall of 1960.

The Garfield Heights Lions Club assisted the Society's Hearing Research program by building a semi-sound proof hearing room at the Social Service Center. The equipment, binaural tapes and training manual developed for the project are now being used by the Rehabilitation Center staff for hearing training.

### *Musical Talking Book Project*

As a result of a \$17,630 grant from the Kulas Foundation, 1,000 Talking Book albums of good music were developed — 500 for children and 500 for adults. Each album consists of three records, with 28 minutes of playing time to each side, and the pages marked in Braille. Comments introducing each selection were prepared by Miss Lillian Baldwin. Two sets of the album were given to each of the 31 Libraries for the Blind nationally, and the others were given to agencies and schools serving blind persons. Arrangements were made for individuals desiring personal sets to purchase them at a cost of \$6.80 each.

### *Other Talking Book Projects*

In the Fall of 1960, several friends of the late Samuel T. Haas established a memorial fund in his name, for financing the following Talking Book projects: (1) Cleveland Recordings for Blind Readers, which featured recordings by prominent local radio and television personalities performing special material; (2) recording on tape of the bi-monthly Galaxy Magazine, a popular science-fiction publication, for national distribution to blind persons through the Library of Congress; (3) purchase of Talking Book tapes for the Cleveland Library for the Blind; and (4) purchase of several Talking Book machines to be placed in the local hospitals for patients convalescing from eye surgery.

## PUBLIC EDUCATION

Early in 1959, the Board of Trustees authorized the appointment of a Public Education Director to assist in developing several brochures and other printed materials describing the Society's services. During this period, and with the assistance of Edward Howard III, Chairman of the Public Education Committee and Vice President of the Board, a complete educational program was developed, including publication and distribution of 9,000 Newsletters monthly, annual reports, several brochures, sales catalogues, displays, and accelerated communication with radio and television. The program was oriented toward making a larger number of blind persons aware of the services available and bringing to the community a better understanding of the Society's functions. In addition, a Speakers and Films Bureau was developed, and the Tours Committee expanded.

## NEW ORGANIZATIONAL STRUCTURE

With the continued expansion of the scope of services, additional staff, and the increase in the amount of responsibility assumed by various divisions during recent years, it was deemed advisable to evaluate the agency's organizational structure. The Cleveland Senior Council, which had assisted the Society on previous occasions, agreed to carry out the survey. O. F. Ortli, together with other members of the Council, spent several weeks evaluating the duties of the staff and preparing recommendations. Their suggestions included the reorganization of the Finance and Accounting Department, with the Comptroller directly responsible to the Executive Director; development of an Operations Committee, which would include the department supervisors, to assist in strengthening communications between the various services; and the development of a Chart of Organization. The Council's recommendations, adopted by the Board of Trustees in January, 1960, proved helpful in the administration of the agency.

## SPECIAL RECOGNITION

Those associated with the Society were pleased that during the years of 1959-60, two of its active Board of Trustee members received Distinguished Service Awards presented by the United Appeal — Mrs. Clark E. Bruner in 1959 and Mrs. Kelvin Smith in 1961.

Mrs. Carrie Turner, caseworker for the Society for many years, was selected as one of the ten outstanding Negro women in the United States in 1959.

The following staff members have had professional articles published in the *New Outlook for the Blind*: McAllister Upshaw, October, 1959; Dr. Fay-Tyler Norton, December, 1959 and June, 1960; Burton Laderman, July, 1960; and Carl Johnson, June, 1960.

The following tables of comparative statements of operations and balance sheets for 1958 and 1960, indicate the continued growth and scope of services of the agency.

## COMPARATIVE STATEMENT OF OPERATIONS

### INCOME

#### *Social Service Department*

	1958	1960
Earnings and Miscellaneous		
Services .....	\$ 27,544	\$ 36,790
Endowments .....	39,205	50,369
Welfare Federation .....	69,435	74,854
Gifts and contributions .....		3,164
	\$ 136,184	\$ 165,177

#### *Summer Camp*

Fees .....	\$ 1,756	\$ 1,575
Sales Tax Stamps .....	4,394	2,811
Direct Gifts and Contributions ....	2,419	3,370
	\$ 8,569	\$ 7,756

#### *Sight Restoration and Medical Services*

General Fund .....	\$ 10,869	\$ 13,930
Gifts .....	2,516	6,029
	\$ 13,385	\$ 19,959

#### *Industrial Shops*

Net Sales .....	\$ 489,511	\$ 413,159
Other Income .....	19,300	1,434
	\$ 508,811	\$ 414,593

#### *Food Service Division*

Net Sales .....	\$ 725,528	\$ 849,199
Other Income .....	12,551	16,198
	\$ 738,079	\$ 865,397

Net (Surplus) or Deficit .....	(9,780)	19,421
TOTAL INCOME .....	\$1,395,248	\$1,492,303

## EXPENSES

Salaries and Wages—Blind Personnel	\$ 291,837	\$ 359,903
Salaries and Wages— Sighted Personnel	245,068	261,036
Other Expenditures (Operation)	858,343	851,405
<b>TOTAL EXPENDITURES</b>	<b>\$1,395,248</b>	<b>\$1,492,303</b>

## COMPARATIVE BALANCE SHEET

	1958	1960
<b>ASSETS</b>		
Current Assets	\$ 267,894	\$ 349,600
Prepaid Expenses	18,822	19,688
Net Fixed Assets	614,450	651,567
Fund Assets	375,682	550,632
<b>Total Assets</b>	<b>\$1,276,848</b>	<b>\$1,571,487</b>
<b>LIABILITIES</b>		
Current Liabilities	\$ 45,661	\$ 54,629
Other Liabilities	2,515	4,945
<b>Total Liabilities</b>	<b>\$ 48,176</b>	<b>\$ 59,574</b>
<b>CAPITAL</b>		
Fund Reserves	\$ 487,888	\$ 662,830
Capital Surplus	599,801	633,600
Operating Surplus	140,983	215,483
<b>Total Capital</b>	<b>\$1,228,672</b>	<b>\$1,511,913</b>
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b>\$1,276,848</b>	<b>\$1,571,487</b>

## PERMANENT ENDOWMENTS AND INCOME FROM ESTATES

The income resulting from the following trusts and permanent endowments (included to 1960) has played a vitally important role in aiding the Society to provide the most complete services for the blind people of Greater Cleveland.

Mary Nicol Brews Fund  
Samuel H. Fleming Estate  
Mary G. Glidden Trust Fund  
Josephine Grasselli Fund  
William Gunn Estate  
John E. Huntington Benevolent Trust  
Elroy J. and Fayette Kulas Trust  
Samuel P. and Mary W. Jenkins Fund  
Emily Phillips Kincaid (Alice McHardy Dye) Fund  
Erma Lilly Estate  
Mary T. Savage Estate  
Josephine Sperry Fund  
Lucretia J. Valentine Estate  
Ellen Garretson Wade Memorial Fund  
Mabel Breckenridge Wason  
Mary B. Welton Estate

Bequests received from estates for Special Purpose Funds, 1958-1960, included:

Pauline Bamberger	Gertrude Harkins
Mabel L. Blackmore	Mary D. Joyce
James Brown	Ida Malley
Mrs. Ernest C. Dempsey	Earl Ross
Pliny O. Dorman	Charles E. Roseman
Bessie B. Dobbie	Vera Spitz
J. P. Farley	Ella D. Walz

In addition to the mentioned sources of income, the Society was fortunate in receiving many other unsolicited contributions to supplement the support allocated by the Welfare Federation.



**D**URING the years, 1958-1960, the Society has continued its multi-service program as outlined in earlier sections of this chronicle. In addition, significant new developments have been described in these brief highlights. These developments have been made possible, in part, by a process of building on prior experiences and knowledge thus gained. Other developments are stimulated by continuing re-evaluation of the agency's program and new insights derived from many sources in the field of work with blind persons.

In these ways the agency may continue to fulfill its primary purpose — “to help those handicapped by blindness achieve the fullest possible development and utilization of their capacities and the greatest integration into the social, cultural and economic life of the community.”

Cleo B. Dolan  
Executive Director





## *APPENDIX*



## APPENDIX 1

*Summary Recommendations from  
"A Study in Work for the Blind in  
Cuyahoga County in Relation to  
the Program of the  
Cleveland Society for the Blind"*

by Allan W. Sherman, 1950

The following specific recommendations are made on the basis of findings indicated in the body of the report. Included in these are recommendations for staff changes and for a new building. Basically, the staff is the more important factor in agency service. However, there is no question that new physical facilities are necessary if any staff is to function adequately and if our industrial shops are to continue to operate safely and efficiently.

*Recommendation 1.* The Cleveland Society for the Blind should continue to operate as a specialized agency giving service to the blind of Cuyahoga County placing emphasis as indicated in the preceding report.

It is clearly recognized that other agencies are also serving the blind. Our services should supplement the others and not duplicate any of them. More effective ways of working with these other agencies need to be developed and a sharper definition made in areas where confusion now seems to exist.

*Recommendation 2.* Because the Society for the Blind, the Cleveland Hearing and Speech Center, the Cleveland Rehabilitation Center, and Goodwill Industries are all engaged in the rehabilitation of the physically handicapped, there may be many ways in which these agencies can work together more effectively in planning service programs and utilizing staff and physical facilities. It is, therefore, recommended that our Board ask the Boards of the above agencies to form a special committee to consider common areas of service, the possibilities of joint action and planning in respect to staff development, physical plant construction, and possible affiliation with departments of Western Reserve University and University Hospitals.

To carry out this recommendation a committee consisting of two Board members of each of the four agencies indicated above and the executives of these agencies could be formed. This committee could be enlarged by including representatives

of the University, the Welfare Federation, and public agencies interested in such developmental planning. It is further suggested that this committee meet and have a preliminary report ready for their respective Boards before June, 1951.

*Recommendation 3.* It is recommended that the Executive Committee of the Society for the Blind continue to serve as a long-range planning committee for the agency and that at least one meeting each year be devoted entirely to consideration of long-range plans for the agency.

The Executive Committee and the Board have already considered a long-range plan of which this study and report was to be an essential step. Therefore, the recommendation is made only to indicate that such planning should be a continuing function of the Executive Committee.

*Recommendation 4.* In Section VII is indicated the recommended minimum professional staff for the Social Service Department necessary for carrying out the program indicated in this report.

*Recommendation 5.* It is recommended that a committee of the Board be appointed in January, 1951, to study the suggestions for a new building which are made as a part of this report. (See Section VIII)

*Recommendation 6.* It is recommended that the Society for the Blind and the Cleveland Board of Education together consider whether there is a need for a changed program of training for pre-school blind children and their parents.

Our Board could ask the Cleveland Board of Education to appoint proper representatives from the staff of the schools to meet with two of our Board members and the Director to consider this problem.

*Recommendation 7.* It is recommended that the Society for the Blind, the Cleveland Board of Education, and the Ohio State Rehabilitation Services for the Blind consider ways in which the programs of the three agencies can be effectively coordinated to provide adequate service for blind pupils as they leave the public schools.

*Recommendation 8.* It is recommended that the Board instruct the Director and the Social Service Supervisor to serve on a study committee with the Director of the County Welfare Department, the Director of the City Division of Relief, and the Cleveland repre-

sentative of the Ohio State Division of Social Administration to consider and define respective areas of service of the three agencies so that the agencies can work together more effectively in meeting the needs of blind clients.

The development in writing of guiding principles and administrative policies would be helpful for all three agencies. In view of the recent amendment to the Social Security Act, Public Law 734, 81st Congress, which seeks to encourage blind persons to become self-supporting, the committee should work out plans so that the purposes of the law can be most effectively realized in action.

To carry out this recommendation it would be necessary for our Board to ask the County Welfare Department, the City Division of Relief, and the State Division of Social Administration to work jointly on this project.

*Recommendation 9.* It is recommended that the Board of the Society for the Blind ask the Welfare Federation that it be represented on the Committee for Older Persons.

It is further recommended that the administration of the Society for the Blind work jointly with the Committee on Older Persons in studying the following:

- (1) The conditions under which older blind persons are now living and ways to improve living conditions for these people.
- (2) The relationship of living conditions of older persons to the program of Public Assistance.
- (3) The joint use of volunteers in a program of recreation and friendly visiting.
- (4) Ways in which individual blind persons may be assisted in being integrated into sighted groups now organized under the program carried on by the Committee on Older Persons.
- (5) The possibility of using Highbrook Lodge sometime during the year for older persons other than those served by the Society for the Blind.

*Recommendation 10.* It is recommended that a committee of the Board be appointed in January, 1951, to study the Sight Restoration Program of The Cleveland Society for the Blind and to redefine policies and procedures to be followed in this program.

*Recommendation 11.* It is recommended that the Board consider the responsibilities of the Society for the Blind in respect to the development of a thoroughly adequate program of continuing eye care for those blind persons needing it. Consideration also should be given to the responsibility of the Society in relation to (1) a prevention of blindness program and (2) research in blinding eye diseases.

*Recommendation 12.* It is recommended that plans for an adjustment center as described in the preceding report be incorporated into plans for a new building. If a new building cannot be constructed in the near future it is recommended that some plan be developed for the establishment of such a center by revision of present office space at Grasselli House or by hiring additional facilities at some appropriate place.

*Recommendation 13.* It is recommended that during 1952 a careful study of our Recreation program be made and that the Group Work Council be asked to participate in this study.

*Recommendation 14.* It is recommended that continued study be made of our Home Industries Program and that the consultant on Home Industries of National Industries for the Blind be invited to come to Cleveland to help with this study during March of 1951.

*Recommendation 15.* It is recommended that some attempt be made to secure proper psychiatric service for those clients for whom this type of service is recommended by our Social Service Department.

*Recommendation 16.* It is recommended that the services of a medical doctor be secured to assist in providing adequate medical examinations for employees in our industrial shops.

It is essential that we secure more competent advice in placement of blind persons in work situations, keeping in mind that many of our industrial shop employees have disabilities in addition to their blindness. It may be that such service can be carried on in cooperation with the Cleveland Rehabilitation Center and the Goodwill Industries.

*Recommendation 17.* It is recommended that steps be taken to find other ways of financing the summer camp program at Highbrook Lodge.

*Recommendation 18.* It is recommended that careful and continuing study be made of the industrial shop program in respect to the following areas:

- (1) Desirability of establishing new departments.
- (2) Consideration of developing a different type of work for our Contract Department which would pay higher wages.
- (3) To determine the extent of the Society's ability to finance an expanded program of industrial shop operation in a department which probably would not be self-sustaining.

*Recommendation 19.* It is recommended that the services of management engineers be secured to make a survey of the individual departments of our industrial shops to determine the most effective ways for planning the flow of work in these departments.

Such a study would be of great assistance in helping to plan a most efficient shop in a new building. It is suggested that this study be entered upon early in 1951.

*Recommendation 20.* It is recommended that a much more energetic program for securing new vending stand locations be entered upon.

*Recommendation 21.* It is recommended that a central committee be organized consisting of the chairmen of volunteer committees and this committee be instructed to make an analysis of our volunteer program.

It is suggested that this committee be instructed to meet early in 1951 and to have a preliminary report ready for the Board of Trustees at its September meeting.

*Recommendation 22.* It is recommended that the chairmen of volunteer committees be elected to Board membership through the term of their office as chairmen of the volunteer committee.





## APPENDIX 2

### VOLUNTEERS

The list below represents all volunteers who are currently active with the Society. In addition, it indicates those volunteers who received citation awards in 1956 for the designated number of years service. Some of these persons are no longer active as volunteers but are included herein in recognition of their service to the agency.

A	Inactive	F	25 years or more
B	5 years or more	G	30 years or more
C	10 years or more	H	35 years or more
D	15 years or more	J	40 years or more
E	20 years or more	X	Deceased

### CARRIE TURNER COMMITTEE

Dearing, Mrs. U. S., Chairman	Johnson, Mrs. Henry
Bolden, Mrs. Francis X.   D	Lawrence, Mrs. Erwin   D
Brown, Mrs. Fred   D	McAfee, Mrs. Leonard
Brown, Mrs. Wynston	McLarin, Mrs. Richard
Burke, Mrs. Ernest   C	Moore, Mrs. J.
Case, Mrs. Millard	Mosely, Mrs. Charles   E
Cheeks, Mrs. Marvin   C	Myers, Mrs. Walter   C
Cooper, Mrs. Warner   D	Nevels, Mrs. J.
Crawford, Mrs. M. L.   D	Newman, Mrs. Henry   D
Crowe, Mrs. William   C	Price, Mrs. Roger   D
Duff, Mrs. J. Walker   D	Reamy, Mrs. John
Fairfax, Mrs. Dan   D	Richardson, Mrs. Jesse   C
Flippin, Mrs. Robert   D	Robinson, Mrs. Waverly   D
Ford, Mrs. Truman   D	Sams, Mrs. Paul   D
George, Mrs. Claybourne   C	Seawright, Mrs. William   C
Glenn, Mrs. Alonzo   D	Shook, Miss Willa
Graves, Mrs. Harry   CA	Stakley, Mrs. Oscar
Gunn, Mrs. E. J.   D	Stewart, Mrs. Harry   CX
Harris, Mrs. Alexander   D	Sullivan, Mrs. F.   C
Hill, Mrs. George	Taylor, Mrs. Henry
Hodges, Mrs. Robert   D	Taylor, Mrs. J. H.   D
Hoyle, Mrs. L. M.   E	Todd, Mrs. Robert   D
Hunt, Mrs. Zoah   C	Wade, Mrs. Samuel
Jackson, Mrs. Charles   E	Wadlington, Mrs. Roosevelt   D
Jackson, Mrs. James   C	Woods, Miss Audrey   E

### HELM COMMITTEE

Reich, Mrs. Charles, Chairman   F	Bamberger, Mrs. David
Abrams, Mrs. Sol   D	Bernstein, Mrs. Maurice
Adler, Mrs. H.	Blywise, Mrs. Edward
Babin, Mrs. Elmer   E	Burkons, Mrs. Harold   C

Cohen, Mrs. Lester  
 Colman, Mrs. Charles  
 Davis, Mrs. B.  
 Davis, Mrs. Larry  
 Dee, Mrs. Mannie  
 Delson, Mrs. Sam R.  
 Dolin, Mrs. Mannie  
 Efromyson, Mrs. Abe  
 Feder, Mrs. Lloyd <sup>F</sup>  
 Felsman, Mrs. H. H.  
 Fetterman, Mrs. J.  
 Fine, Mrs. Meyer S.  
 Finestein, Mrs. Steve  
 Fleishman, Mrs. Gabriel  
 Frankel, Mrs. David  
 Friedman, Mrs. Arthur <sup>F</sup>  
 Friedman, Mrs. Samuel <sup>E</sup>  
 Friedman, Mrs. Sol <sup>F</sup>  
 Glaser, Mrs. J.  
 Gross, Miss Mary Ellen  
 Gross, Mrs. Nedward N. <sup>C</sup>  
 Gross, Mrs. Neward N., Jr.  
 Hart, Mrs. Stanley  
 Hirsch, Mrs. Sydney <sup>D</sup>  
 Kapstein, Mrs. Irving  
 Kendis, Mrs. LeRoy D.  
 Kern, Mrs. Ben <sup>E</sup>  
 Kern, Mrs. Sam  
 LaVetter, Mrs. Joseph  
 Lederer, Mrs. Arthur

Levy, Mrs. Norman  
 Loveman, Mrs. William <sup>E</sup>  
 Mathes, Mrs. Melvin  
 Miller, Mrs. Lewis <sup>E</sup>  
 Miller, Mrs. Sam  
 Newman, Mrs. Elyce  
 Newman, Mrs. Jack  
 Perelman, Mrs. Clarence  
 Raab, Mrs. Ben  
 Rollnick, Mrs. Fred  
 Rosenblum, Mrs. Myron  
 Sands, Mrs. Garry  
 Schaffer, Mrs. Arthur  
 Schoenberger, Mrs. D. J.  
 Schwartz, Mrs. R. <sup>D</sup>  
 Schwartz, Mrs. I.  
 Selman, Mrs. E.  
 Shipley, Mrs. James  
 Shipley, Mrs. William  
 Silber, Mrs. I. B.  
 Simon, Mrs. Jack <sup>C</sup>  
 Skorman, Mrs. G.  
 Sobel, Mrs. Phil  
 Stone, Miss Camille  
 Stone, Mrs. Harry  
 Weil, Mrs. S.  
 Weitz, Mrs. David <sup>C</sup>  
 Wiesenberger, Mrs. Harry <sup>F</sup>  
 Wolpaw, Mrs. Marc J. <sup>E</sup>

## GRASSELLI COMMITTEE

Blake, Mrs. Charles T., Chairman  
 Body, Mrs. Robert W.  
 Brayton, Mrs. David  
 Case, Mrs. George S., Jr.  
 Chandler, Mrs. Fred  
 Dawson, Mrs. George  
 Ebbott, Mrs. Peter <sup>A</sup>  
 Frazier, Mrs. Montgomery  
 Gardner, Mrs. Joseph E.  
 Gygli, Mrs. Robert  
 Harper, Mrs. William J. <sup>A</sup>  
 Haserot, Mrs. Henry, Jr.  
 Hecker, Mrs. Arthur, Jr.  
 Herman, Mrs. Robert  
 Hoetz, Mrs. Pieter  
 Judd, Mrs. Donald  
 Kurz, Mrs. Rudolph

Mellon, Mrs. Louis, Jr.  
 Milligan, Mrs. Warren  
 Obendorf, Mrs. Edward  
 Patterson, Mrs. P. <sup>A</sup>  
 Pierce, Mrs. Donald  
 Rathbone, Mrs. Arthur  
 Saddington, Mrs. Harry  
 Sanner, Mrs. Russel  
 Seel, Mrs. Howard  
 Smallwood, Mrs. John  
 Steffens, Mrs. John H.  
 Sylvester, Mrs. George R.  
 Thomson, Mrs. Chilton  
 Vaughan, Mrs. Robert  
 Wellman, Mrs. Elizabeth  
 Wierdsma, Mrs. Joseph  
 Wood, Mrs. A. K.

## PALMER COMMITTEE

Fielding, Mrs. Arthur, Chairman	Lips, Miss Nannette	FX
Battles, Mrs. Myron	Peterson, Mrs. E. A.	JA
Bedell, Mrs. A. E.	Rice, Mrs. Roger	E
Bonfield, Miss Hazel	Rowley, Mrs. Charles B.	C
Bryant, Mrs. George	Spitler, Mrs. H. L.	G
Dolan, Mrs. Cleo B.	Stevens, Mrs. Frank	CX
Donahey, Mrs. J. H.	Warren, Miss May	FX
Frackelton, Mrs. D. W.	Waugh, Mrs. Justin	C
Gibbons, Miss Edith	Winsworth, Miss Mabel	C

## STERLING COMMITTEE

Wellman, Mrs. Daniel T., Chairman	Medert, Mrs. Adrian	D
Beatty, Mrs. Robert, Jr.	Minsel, Mrs. Paul	
Becker, Mrs. William N.	Minshall, Mrs. R. J.	A
Belden, Mrs. W. B.	Morton, Mrs. Thomas	A
Bell, Mrs. James R.	Murray, Mrs. Edward A.	
Bliss, Mrs. C. W.	Neff, Mrs. Frank	
Cannon, Mrs. Rudolph	Norcross, Mrs. Maxwell	D
Cannon, Mrs. Victor M.	O'Brien, Mrs. P. C.	FA
Case, Mrs. George S., Jr.	Outcalt, Mrs. Richard	
Clark, Mrs. Junius R.	Petrequin, Mrs. Edward	
Cozier, Mrs. J. Kenneth	Pettit, Mrs. Albert	CA
Crofut, Mrs. William, Jr.	Pope, Mrs. C. Carver	E
Cronin, Mrs. J. W.	Richardson, Mrs. Lawrence F.	
Dill, Mrs. M. Reese	Schaaf, Mrs. Oliver	A
Fangboner, Mrs. John	Sherbondy, Mrs. William A.	
Feather, Mrs. S.	Seeley, Mrs. Elbert	A
Gallagher, Miss Eugenia	Smith, Mrs. Kelvin	D
Hecker, Mrs. Arthur W.	Smythe, Mrs. M. L.	
Johns, Mrs. Samuel	Stone, Mrs. Daniel	
Jones, Mrs. DeLancey	Taylor, Mrs. Richard	
Justice, Mrs. Howard	Thomas, Mrs. Charles I.	
Keough, Mrs. Paul	Tuttle, Mrs. Kirk	
King, Mrs. Laurence	Van Duzer, Mrs. Ashley	
Landis, Mrs. George G.	Vogt, Mrs. Clifford	
Linderme, Mrs. Frederick	Ward, Mrs. James	
Lintz, Mrs. Donald H.	Weber, Mrs. Oliver	
Marshall, Mrs. Wentworth	Wick, Mrs. H. U.	A
McAnly, Mrs. Herbert	Williams, Mrs. F. F.	E

## SOUTHWEST COMMITTEE

Quick, Mrs. Donald G., Chairman	Noble, Mrs. Carl H.
Burns, Mrs. Charles	Polesky, Mrs. George
Garrett, Mrs. Charles P.	Reichheld, Mrs. Charles A., Jr.
Lackman, Mrs. E. F.	Thompson, Mrs. Gerald

## WESTLAKE COMMITTEE

Gens, Mrs. LeRoy, Chairman  
 Banwell, Mrs. C. W.  
 Bishop, Mrs. Karl <sup>H X</sup>  
 Bollinger, Mrs. H. E. <sup>F</sup>  
 Ehrman, Mrs. G. B. <sup>CA</sup>  
 Foerstner, Mrs. S. I.  
 Gillam, Mrs. Frank <sup>EA</sup>  
 Grant, Mrs. Jules <sup>F</sup>  
 Haddon, Mrs. Edward J.  
 Hamill, Mrs. S.  
 Hanrahan, Mrs. Frank <sup>F</sup>  
 Hatfield, Mrs. S. R.  
 Hiltbrand, Mrs. John  
 Howard, Mrs. William <sup>EA</sup>  
 Jacobs, Mrs. Frank <sup>H</sup>

Kewitz, Mrs. Earl  
 Krejci, Mrs. Raymond  
 Moisio, Mrs. Edward  
 Nelson, Mrs. J. M.  
 O'Malia, Mrs. John <sup>C</sup>  
 Quick, Mrs. Fred <sup>EA</sup>  
 Rebar, Mrs. Peter  
 Rummell, Miss Helen <sup>G</sup>  
 Schuele, Mrs. K. C. <sup>H</sup>  
 Snow, Mrs. Harold <sup>F</sup>  
 Thompson, Mrs. Harold E.  
 Uher, Mrs. Adolph  
 Wagner, Mrs. Albert  
 Whitell, Mrs. Sidney <sup>F</sup>

## APPENDIX 3

### BOARD OF TRUSTEES: 1942-1961

Raymond Ashman	1953 - 1960
Mrs. William B. Belden	1958 - °
Tell Berna	1942 - 1950
Allen L. Billingsley	1942 - 1945
Mrs. Karl J. Bishop	1944 - 1959
Mrs. Charles T. Blake	1959 - °
Mrs. C. W. Bliss	1950 - 1951
C. W. Bliss	1955 - °
Richard W. Bosworth	1942 - 1945
Dr. W. E. Bruner	1942 - °
Mrs. Clark E. Bruner	1951 - °
George Buffington	1945 - 1950
Courtney Burton	1942 - 1945
	1951 - 1959
John G. Butler	1957 - °
Mrs. George S. Case, Jr.	1950 - °
Harold T. Clark	1942 - °
James H. Coolidge	1947 - °
J. Kenneth Cozier	1956 - °
Mitchell Darling	1958 - °
Mrs. U. S. Dearing	1960 - °
Mrs. Ernest L. Dempsey	1942 - 1945
Mrs. Raymond Deutsch	1943 - 1945
Raymond Deutsch	1945 - 1954
Mrs. Dan Fairfax	1955 - 1956
Mrs. Arthur Fielding	1959 - °
Mrs. David W. Frackelton	1942 - °
Mrs. Sydney Galvin	1952 - 1953
Mrs. Leroy Gens	1959 - °
Hugh R. Gibson	1954 - °
Charles B. Gleason	1942 - 1957
Miss Josephine Grasselli	1942 - °
Robert H. Gries	1942 - °
Mrs. Robert Hall	1942 - 1952
Mrs. Frank Hanrahan	1952 - 1956
Mrs. Jack Harris (Mrs. J. B. Wise)	1942 - 1957
Robert Heller	1946 - °
W. T. Higbee	1942 - 1952
Mrs. John Hiltbrand	1958 - 1959
Edward Howard	1947 - 1951
Edward Howard, III	1952 - °
Mrs. L. M. Hoyle	1957 - 1960
Herbert C. Hunsaker	1942 - 1954
William H. Hunt	1943 - 1944
Jay Iglauer	1942 - 1943
Miss Kate Ireland	1959 - °
George F. Karch	1953 - °

Mrs. Laurence King	1952 - 1957
Robert P. Kneen	1955 - °
Frank Kohnstamm	1953 - 1959
Jack L. Krapp	1942 - 1951
Mrs. Donald Lintz	1958 - 1959
Mrs. Allen Lucas	1957 - 1958
Herbert T. McAnly	1956 - °
Frederick S. McConnell, Jr.	1952 - °
Mrs. Adrian Modert	1948 - °
Clarence S. Metcalf	1942 - 1954
Burton A. Miller	1954 - °
Galen Miller	1942 - °
Severance A. Millikin	1942 - 1947
H. S. Moorehouse	1943 - 1952
R. Scott Mueller, Jr.	1956 - °
Richard P. Nash, Jr.	1961 - °
Mrs. Maxwell Norcross	1956 - 1957
Mrs. P. C. O'Brien	1952 - °
Mrs. Carl N. Osborne	1946 - 1951
Carl N. Osborne	1942 - °
Mrs. Eva B. Palmer	1942 - 1955
Ralph B. Pendery	1955 - °
Mrs. Victor B. Phillips	1943 - 1952
Mrs. C. Carver Pope	1952 - °
John S. Prescott	1943 - °
Alfred M. Rankin	1956 - °
Reverend Dale C. Recker	1955 - °
Mrs. Charles Reich	1953 - °
Mrs. Roger Rice	1955 - 1959
Hiram Rivitz	1951 - 1952
Mrs. Oliver Schaaf	1953 - 1955
George Schneider	1951 - 1954
David H. Scholl	1942 - 1955
Lester Sears	1947 - °
Mrs. Howard Seel	1953 - °
Mrs. Margaret Sharer	1953 - 1954
Mrs. Kelvin Smith	1946 - °
Mrs. Wilson G. Stapleton	1942 - 1955
Mrs. J. P. Stotter	1942 - 1955
Mrs. Richard Sweet	1958 - 1959
Charles I. Thomas, M.D.	1945 - °
Miss Harriet E. Totman	1942 - °
Mrs. Robert Vaughan	1956 - °
Frank R. Walker	1948 - 1949
Mrs. Oliver A. Weber, Jr.	1956 - °
Mrs. Daniel T. Wellman	1959 - °
Mrs. Albert Williams	1952 - 1954
Griswold Wilson	1942 - 1957
James B. Wolf	1948 - °
Benjamin J. Wolpaw, M.D.	1960 - °
° Currently in office	

## APPENDIX 4

### OFFICERS OF THE SOCIETY FOR THE BLIND:

1943-1961

#### PRESIDENT

Carl N. Osborne	1938 - 1950
Mrs. Kelvin Smith	1951 - 1955
Mrs. George S. Case, Jr.	1956 - 1958
Frederick S. McConnell, Jr.	1959 - 1960
Mrs. Clark E. Bruner	1961 - °

#### CHAIRMAN OF THE BOARD

Carl N. Osborne	1951 - 1956
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#### ADVISORY COMMITTEE

Harold T. Clark	1956 - °
Mrs. David W. Frackelton	1956 - °
Galen Miller	1956 - °
Carl N. Osborne	1956 - °
Mrs. Kelvin Smith	1956 - °
Mrs. George S. Case, Jr.	1959 - °
Frederick S. McConnell, Jr.	1961 - °

#### VICE PRESIDENTS

Galen Miller	1943 - 1948
Harold T. Clark	1943 - 1956
Mrs. David W. Frackelton	1943 - 1956
Mrs. Kelvin Smith	1946 - 1950
Mrs. George S. Case, Jr.	1951 - 1955
Mrs. Clark E. Bruner	1955 - 1960
Frederick S. McConnell, Jr.	1956 - 1958
Hugh Gibson	1956 - °
R. Scott Mueller, Jr.	1958 - °
Edward Howard, III	1959 - °
J. Kenneth Cozier	1961 - °

#### SECRETARY

Mrs. E. B. Palmer	1943 - 1947
Edward Howard	1948 - 1951
Frederick S. McConnell, Jr.	1952 - 1955
Edward Howard, III	1956 - 1958
Alfred M. Rankin	1959 - °

#### TREASURER

Charles B. Gleason	1943 - 1949
John S. Prescott	1950
James Coolidge	1951 - 1953
George F. Karch (Burton A. Miller, Asst. Treasurer)	1954 - 1956
Burton A. Miller	1957 - 1960
Burton A. Miller (James B. Wolf, Asst. Treasurer)	1961 - °
° Currently in office	





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